

Real progress, simply told.

Sustainability Report 2025

Putting people at the heart of progress

Welcome to Admiral's 2025 Sustainability Report

At Admiral, our purpose is clear: help more people look after their future, always striving for better, together. That means supporting colleagues, customers, suppliers, and communities in ways that are meaningful, inclusive, and built to make a difference.

As a provider of insurance and financial services, Admiral helps people protect what matters most – their homes, cars, pets, travel plans, and financial wellbeing. Sustainability isn't something we do on the side; it's part of how we run our business. We focus on actions that are practical and fair, and we're open about the progress we're making – and where there's more to do. That means listening to the people who shape our business, and making choices that benefit our customers, colleagues and communities.

This report shares our story in 2025: what we've done, what we've learned, and how all areas of the Group have made a difference – from reducing emissions and strengthening supplier accountability to supporting mental health and improving how we measure and manage social impact.

We've used trusted global standards to guide this report, including Sustainability Accounting Standards Board (SASB) standards and the United Nations Sustainable Development Goals (UN SDGs).

We're proud of what we've achieved – and we're committed to building on this progress.

Our reporting suite

Our Sustainability Report sits alongside Admiral's wider reporting, which includes our Annual Report and Accounts – incorporating our Streamlined Energy and Carbon Reporting (SECR) and Task Force on Climate-related Financial Disclosures (TCFD) – as well as our Gender Pay Gap Report, Modern Slavery Statement and Net Zero Transition Plan. Together, these reports provide a transparent view of our financial, environmental and social performance.



Admiral
Looking after
what matters most



Our full reporting suite is at:

www.admiralgroup.co.uk/investor-relations/results-reports-and-presentations

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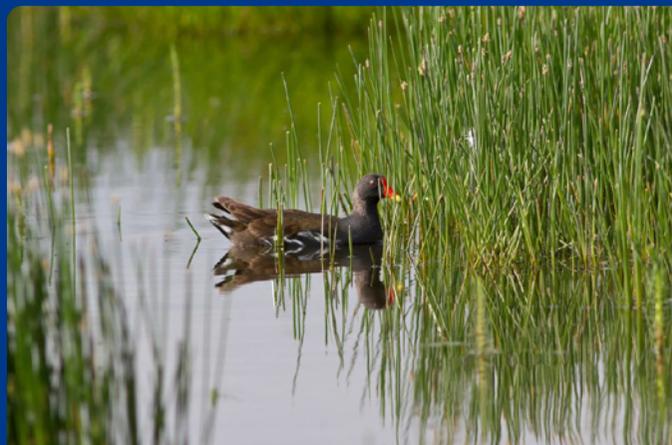
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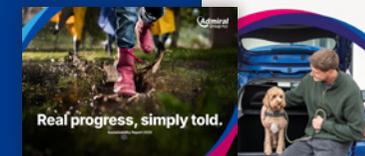
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Grant Thornton UK LLP has provided limited assurance, in accordance with ISAE 3000 (revised) and where relevant ISAE 3410, over selected sustainability disclosures included in the Admiral Group plc 2025 Sustainability Report. The information and data assured as part of this engagement covers the period 1 January 2025 to 31 December 2025. Grant Thornton's full independent limited assurance report, along with the associated Basis of Reporting, can be found on pages 59 to 70.



1.1 CHIEF EXECUTIVE OFFICER'S STATEMENT

Striving to create a positive impact



Milena Mondini
Group Chief Executive Officer

At Admiral, our purpose remains clear: helping customers, colleagues, and communities look after their future. In 2025, this mission has never felt more urgent. Against a backdrop of geopolitical uncertainty, economic volatility, and climate-related events, we continue to focus on practical, tailored actions that deliver meaningful change where it matters most.

Driving sustainable innovation

We continued to evolve our products and services to help customers make informed choices that reduce environmental impact and support resilience. From expanding our electric vehicle offering to exploring weather-related claims-prevention approaches in home insurance, we focused on practical steps that make a difference. Our three-year partnership with the National Trust will deliver initiatives such as flood resilience and biodiversity restoration across key UK landscapes. We also continued our award-winning road safety work through our Words to Live By campaign, helping young drivers make safer choices on the road.

Putting people at the heart of progress

Our culture is the foundation of everything we do. It's shaped by our 15,000 colleagues who bring curiosity, creativity, and care to every interaction. This year, Admiral UK achieved Great Place to Work 'Legendary Status' after 25 years on the list, and Admiral Group ranked among Fortune's Top 25 World's Best Workplaces. These accolades reflect what we value most: trust, respect, and belonging.

But culture is more than awards – it's about how we support people every day. Mental health and wellbeing remain a priority, with enhanced programmes, flexible working options, and resources like our Employee Assistance Programme and Ear to Listen. We know that when colleagues feel supported, they thrive – and that drives better outcomes for customers and communities.

Building partnerships fit for the future

Strategic partnerships remain central to our impact. In 2025, we reaffirmed relationships with the King's Trust, Earthwatch, the National Trust, and the Wildfowl Wetlands Trust (WWT), while joining forces with Save the Children and the British Red Cross to strengthen crisis response and community resilience. Across our motor supply chain, we continued to work with partners to understand challenges and develop practical approaches – such as repair-over-replace models and sustainable sourcing – that reduce waste and improve outcomes for customers and the environment.

Measuring impact and preparing for the future

In 2025, we took important steps to better understand and strengthen the impact of our work. For the first time, we began measuring the social value of our community investments, improving transparency and accountability in how we support people and communities. According to the approach followed by the Social Value Portal this work generated more than £26 million in social value, delivered through strategic partnerships, colleague-led initiatives, community grants and record volunteering hours. Further information on the methodology used to calculate social value is available on page 20.

Alongside this, we continued to embed sustainability more deeply into how we think about long-term success. Building on our approach to responsible growth and resilience, we introduced the RISE framework as part of our new Group Strategy. RISE – which stands for Responsibility, Inclusion, Safety, and Employability – provides a clear structure for connecting sustainability with business decision-making. It helps ensure that social and environmental considerations are now formally built into how we plan, operate, and create value for the future. Further detail on the RISE framework is set out in 'Our approach to sustainability'.

As we look ahead to 2026, we will continue to balance new regulatory requirements with inspiring meaningful change. Our direction is clear: sustainability is not a standalone activity – it is integral to our strategy and our purpose. Together, we will keep finding practical ways to help more people and communities look after their future.

Thank you to our customers, colleagues, suppliers, and partners for working with us to create a more sustainable future for all.

Milena Mondini
Group Chief Executive Officer

See also

[Our approach to sustainability](#) **p06**

[Colleague-led impact](#) **p20**

1.2 OUR 2025 HIGHLIGHTS

A snapshot of the year...

Key figures

£4.4m

invested in community programmes aligned to our purpose

4.8m

people reached through Flood Force campaign over two months

£500k

provided through colleague match funding and community small grants

45k

volunteering hours delivered by colleagues across Admiral

- Together with our partners, launched initiatives for Admiral co-branded garages focused on improving sustainability performance, including waste reduction, EV repair capability and supporting future talent.
- Expanded our work to support flood resilience, including Flood Re's Floodmobile and Build Back Better, plus a £1 million expansion on our multi-year partnership with the National Trust on nature-based solutions to flooding.
- 8 new Green Earth Schools in Wales funded in 2025 (two in 2024).
- Grew our worldwide book of electric vehicles, both in insurance and loans, while supporting the wider UK EV market through sponsorships, information campaigns and new customer services such as ZoomEV.
- Launched Flood Force, a UK campaign helping consumers understand and prevent flooding, reaching 4.8 million people in two months.
- Joined Save the Children's Humanitarian Network to support its programmes
- Exceeded our interim targets for carbon emissions reduction in our investments and supply chain.

Awards and recognition

Top 25 World's Best Workplace

Listed in Fortune's World's 25 Best Workplaces

Top 25 for Sustainable Growth

Recognised in TIME and Statista's World's Best Companies in Sustainable Growth

Top 50 UK CEOs

Our Group CEO, Milena Mondini, was named in the Raconteur 50, recognising a leadership style centred on people and culture

Health and Wellness Award

Admiral Canada won in the Health and Wellness Program category at Benefits Canada's 2025 Workplace Benefits Awards

Legendary Workplace

Great Place to Work® UK – Recognised as one of the UK's Best Workplaces™ for 25 consecutive years.

People and Culture Award

Admiral Money was named joint Gold Winner in the People and Culture category at the Cnet Wales Awards

ESG ratings

MSCI ESG rating assessment

2025: AAA —



2022	2023	2024
AA	AA	AAA

CDP climate score

2025: B ^



2022	2023	2024
D	B	C

Sustainalytics ESG risk rating

2025: 21.6 ^



2022	2023	2024
21.0	24.3	24.2

ISS ESG performance

2025: C Prime ^



2022	2023	2024
C-	C-	C-

- As of August 2025, Admiral Group received an MSCI ESG Rating of AAA, maintaining the AAA rating of 2024.
- In August 2025, Morningstar Sustainalytics gave us a lower ESG rating of 21.6, an improvement on our rating of 24.2 in 2024, and we were assessed to be at medium risk of experiencing material financial impacts from ESG factors.
- Admiral Group is a CDP discloser and moved from a 'C' rank in 2024 to a 'B' rank in December 2025.
- In September 2025, we received an ISS ESG Corporate rating from 'C-' in 2024, to 'C' in 2025, giving Admiral Group Prime Status.

1.3 ADMIRAL AT A GLANCE



Find out more online:



admiralgroup.co.uk

How we've grown, together

Admiral Group started in Cardiff in 1993 with a clear ambition: to make insurance simpler and fairer for customers. Today, that ambition has grown into a global business serving 11.8 million customers across the UK and Europe, supported by more than 15,000 colleagues worldwide, while staying true to our purpose – to help more people look after their future. Always striving for better, together.

From our headquarters in Wales, Admiral has become one of the UK's leading insurance providers and a trusted name internationally. Our business includes motor, home, travel, and pet insurance, alongside personal lending services through Admiral Money.

Colleagues across the UK, Europe, Canada and India support our customers in four countries.

UK		Spain	
		Canada and India	
		Colleagues in Canada and India play a vital role in supporting our technology and service operations.	
		Italy	
		France	



A culture that supports responsible growth

Across these geographies, thousands of colleagues work together to deliver exceptional service and create value for customers, communities, and shareholders.

Culture is at the heart of our success. Admiral is consistently recognised as one of the best places to work, reflecting our commitment to inclusion, wellbeing, and innovation. These values underpin our sustainability approach, ensuring that as we grow, we do so responsibly.

11.8m

customers across the UK and Europe

1.4 OUR APPROACH TO SUSTAINABILITY

Sustainability has shaped Admiral for many years. Guided by our Group purpose framework, we focus on being a great place to work, contributing positively to society, delivering great customer experiences, and building a successful, responsible business.

Working across environmental, social and governance priorities, our dedicated Sustainability team partners with leaders and colleagues across our business to embed sustainability into strategy and decision-making, anticipate and respond to regulatory change, and support delivery through clear governance and collaboration.

At the end of 2025, we strengthened these foundations by launching RISE – our framework for embedding sustainability consistently across the Group. RISE aligns with our purpose – help more people to look after their future. Always striving for better, together – by supporting colleagues to more consistently consider longer-term implications when making decisions, including how day-to-day choices may affect people, communities and the environment. Built around Responsibility, Inclusion, Safety and Employability, RISE provides a practical tool to help leaders and teams apply these principles in their work and will be embedded across our business during 2026.

Our approach is guided by internationally recognised standards, including the United Nations Sustainable Development Goals (UN SDGs). This helps us focus on areas where we can contribute most meaningfully – such as climate action, reduced inequalities and quality education – while being transparent about progress and challenges.

From 2026 onwards, we will activate RISE across the Group by:

- **Embedding RISE into governance and decision-making:** Major projects will be mapped to the RISE pillars to support consistent consideration of sustainability.
- **Empowering colleagues:** Providing tools and training so everyone can reflect RISE in their work.
- **Strengthening partnerships:** Working with suppliers and partners to encourage responsible practices across our value chain.
- **Tracking progress:** Using clear metrics and transparent reporting to support accountability and continuous improvement.

By embedding RISE in Admiral DNA, we aim to make sustainability a routine part of everyday decision-making – creating long-term value for colleagues, customers, communities, and the planet.

Our purpose framework



1.4 OUR APPROACH TO SUSTAINABILITY

CONTINUED

Introducing our RISE framework

R Responsibility

We take ownership of our impact – on people, the planet and the communities we serve. This means acting as a responsible business, meeting all regulatory requirements, driving good customer outcomes, reducing our environmental footprint, and supporting communities to create long-term value.

Relevant SDGs:



Material topic:



I Inclusion

We serve a wide range of customers by making our products affordable, flexible, and accessible. Through excellence in underwriting and flexible product design, we ensure more people can be insured fairly. We apply the same inclusive approach to our colleagues, supporting our people to be themselves.

Relevant SDGs:



Material topic:



S Safety

We protect people and communities by focusing on education and prevention. We help customers avoid harm through smart technology and awareness campaigns, and we support communities in preparing for risks like extreme weather.

Relevant SDGs:



Material topic:



E Employability

We create opportunities for work and growth within our business, our supply chain and beyond. We invest in building the skills of our people and empower underrepresented groups to access sustainable careers, with a focus on future-ready 'green' sectors.

Relevant SDGs:



Material topic:



1.5 DOUBLE MATERIALITY ASSESSMENT

Seeing the full picture

Understanding what truly matters is the starting point for meaningful sustainability action. At Admiral, we take a double materiality approach because sustainability isn't one dimensional – it affects both the world around us and the future of our business.

2025 in focus

In 2025, we undertook a light-touch refresh of our Double Materiality Assessment, building on the robust methodology established in 2024. This included targeted internal engagement and executive review to confirm that our material topics remain valid and reflective of evolving risks, impacts and opportunities, with oversight through our sustainability governance framework.

The outcome?

Our material topics remain consistent:



Climate change



Biodiversity and ecosystems



Resource use and circular economy



Own workforce



Workers in the value chain



Affected communities



Consumers and end-users



Business conduct

From insight to action

These material topics directly influence how we prioritise action across the Group, helping us focus resources where they matter most. Insights from the Double Materiality Assessment shape decisions across governance, operations and culture. For example, identifying circularity in claims and procurement as a material topic has informed our focus on repair-over-replace and resulted in the increased use of recycled parts, while workforce wellbeing and inclusion guides people policies, leadership expectations and ways of working. These insights also informed the development of RISE, helping embed sustainability into everyday decision-making.

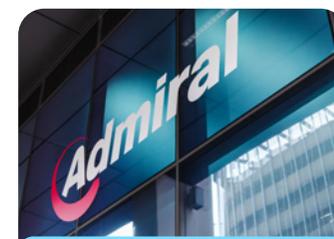
What does that mean?

We look at two perspectives side by side:



Inside-out

How our activities influence people, communities, and the environment.



Outside-in

How sustainability issues could impact Admiral's long-term performance and resilience.

This approach helps us focus on the topics that matter most, ensuring our strategy is grounded in insight, not assumption.

How it guides decision making

Refreshing our Double Materiality Assessment (DMA) each year helps us:

- allocate resources where they create the greatest impact.
- manage sustainability-related risks and opportunities.
- focus efforts on embedding sustainability into everyday decisions.
- remain aligned with evolving and emerging regulations, including CSRD.

2.0

Our culture

The heart of our progress

At Admiral, culture isn't a slogan – it's how we work and what makes Admiral... well, Admiral. It's shaped by our 15,000 colleagues who bring curiosity, creativity, and ideas that make a difference.

Our commitments

- Create an inclusive culture where every colleague feels valued and able to be themselves.
- Provide opportunities for growth, learning and development at every stage.
- Support colleague wellbeing through flexibility, preventative support, and a safe, respectful workplace.

Our progress

- Global workplace recognition with strong engagement and inclusion results.
- Increased development via tech pathways and peer-led learning initiatives.
- Enhanced wellbeing through resilience resources and mental health support.

At a glance

Women in senior management

36%*

(2024: 34%)

Median gender pay gap

9.5%*

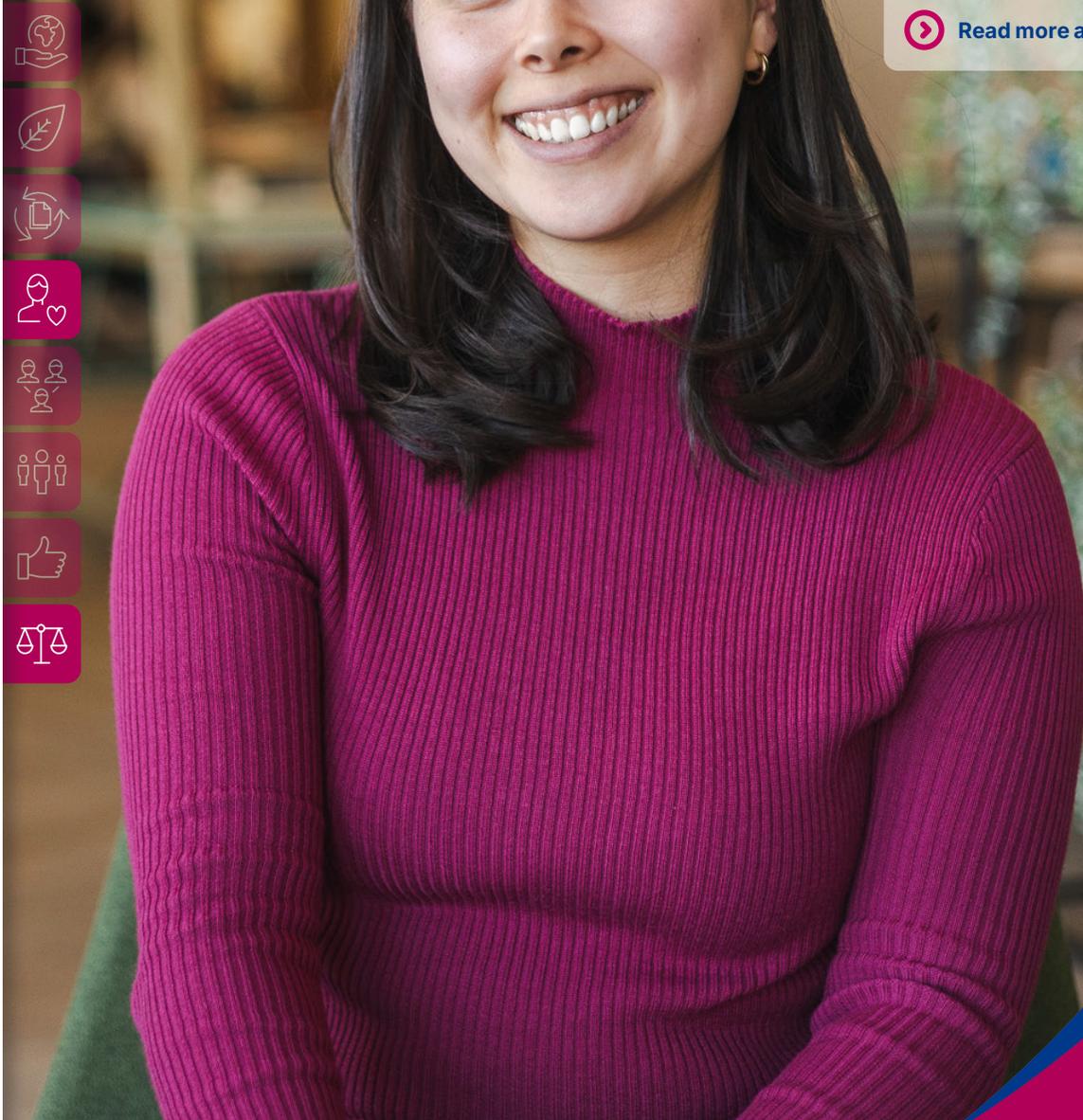
(2024: 7%)

Note: Data points marked with (*) have been assured by Grant Thornton.

Admiral Group plc Sustainability Report 2025



[Read more about UN SDGs on p54](#)



2.1 THE ADMIRAL CULTURE

Helping colleagues thrive

At Admiral, Where You Can is our people promise – a commitment to creating a culture that empowers every colleague to thrive.

Where You Can comes to life through four people commitments:

Share in Our Future

Grow and Progress

Be You

Make a Difference

Whether you're starting out or have been with us for years, this is a place **Where You Can** explore what matters, with the flexibility and support to make it happen.

In 2025, that spirit was recognised globally. Admiral Group ranked among Fortune's Top 25 World's Best Workplaces, and Admiral UK was named the 2nd Best Super Large Workplace in the UK by Great Place to Work®. Across Europe, Canada, and India, our teams earned national Best Workplaces™ honours for creating inclusive, supportive places to work.

But awards don't tell the whole story. Our colleagues do. They support customers in difficult moments, lift teammates, volunteer in their communities, and care for the environment. We know no workplace is perfect, so we run engagement surveys twice a year to keep improving.

In 2025, 85% of our colleagues across the Group completed the Great Place to Work® survey. Of those who took part, 87% agreed that Admiral is a great place to work, and 91% said we celebrate special events.

Celebration is part of our DNA, including Admiral's Got Talent, Managers' Awards and the Top 10 Departments competition. These moments bring colleagues together, spark creativity, and strengthen our sense of community.

Flexibility that works for everyone

Flexibility supports wellbeing, inclusion, and a healthier balance between work and life. Colleagues can shape working patterns that suit their circumstances through hybrid and home-based roles, part-time options, compressed weeks, holiday buy schemes, and special leave for caring, volunteering, or bereavement. We also respect the right to disconnect, helping colleagues set healthy boundaries.

Across all our locations, we meet or exceed the minimum legal standards for maternity, paternity, and parental leave. Our policies reflect our belief that colleagues should feel supported through key life moments.

Change that puts people first

Change is part of progress – and for us, it starts with people. We plan ahead to protect jobs, and support colleagues through redeployment and retraining. When change does happen, we handle it with care: consulting openly, offering voluntary options, and providing wellbeing and career support. Beyond individual changes, we look ahead, addressing skills gaps and succession planning, because building a sustainable future means investing in our people as much as our business.

Respecting rights

We respect the right to unionise and bargain collectively, in line with international standards such as International Labour Organization (ILO) Conventions and the UN Guiding Principles.

From global recognition to everyday moments of support, our culture reflects one belief: Admiral is a place Where You Can be your best.

**Where
you
Can.**

Share in our future

We offer more than a salary. Our colleagues have access to pension contributions, employee share schemes, and a wide range of discounts and perks, alongside wellbeing support and development opportunities. We celebrate long service with awards, including six weeks' paid leave and a bonus at 25 years. After 12 months, every colleague becomes a shareholder, receiving free shares worth up to £3,600 each year – a benefit that reflects our commitment to shared success.

Sharing isn't just financial; it's about voice and influence. In 2025, we strengthened colleague voice through our Engagement Ambassador network, now over 100 strong and representing every department and country. Our Employee Consultation Group (ECG) takes this further, ensuring views are heard at the highest level. Whether you're in your first role or leading a team, you have a voice, a stake, and the opportunity to make a difference.

**Share in
our future**

2.2 WHERE YOU CAN: GROW AND PROGRESS

Growing together

Progress starts with people – because when we grow together, we build stronger communities and a future that works for everyone.

At Admiral, learning isn't just a tick box – it's how we open doors. When our colleagues grow, Admiral grows too. That's why **Grow & Progress** is one of the four pillars of our people promise, **Where You Can**.

Grow & progress

A culture of continuous learning

In 2025, our colleagues completed 774,340 hours of learning across the year, including workshops and online courses to podcasts and conferences. During Learning at Work Week, colleagues took part in sessions on digital skills, data, communication and wellbeing. One of the most popular sessions focused on Generative AI, reflecting growing interest in how technology is reshaping work.

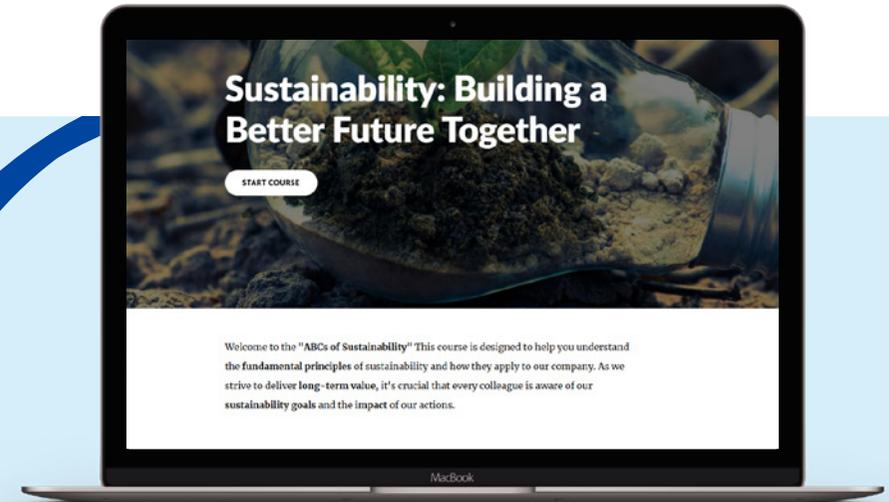
Community-led learning

We believe community-led learning is key to sharing knowledge and building confidence. Learning happens everywhere at Admiral – through meetings, online communities and shared experiences. This inspired a shift to peer-to-peer learning, creating spaces where our colleagues share ideas. A great example is Leading at Admiral, which brought leaders together for interactive workshops on leadership and culture, supported by ongoing peer networks.

Opening doors to opportunity

We continue to invest in all areas across our colleague journey – recruitment, onboarding, career development and retention – including early careers and internal mobility. Through iLearn, our colleagues built skills through ethical and leadership learning, alongside degree programmes and professional certifications. Initiatives such as Get Discovered helped our colleagues explore new opportunities and career paths across the business.

Inspiring the next generation is also important to us. Recently, our UK business opened its doors to university students, offering insight into our Group sustainability goals and our journey to net zero.



Engagement, learning and employee voice

As colleagues grow in their roles, we also support them to understand our wider sustainability priorities and have a voice in shaping them. In 2025, we launched quarterly Sustainability Roundtables in the UK and Europe, open to our colleagues across all business areas and geographies. These open forums provide regular updates on sustainability priorities and performance, while creating space for questions, shared insight and two-way dialogue, strengthening understanding, collaboration and employee voice across the Group.

Alongside this, we strengthened sustainability capability through learning. In 2025, we launched a mandatory training module, 'The ABC of Sustainability', across the Group. The module is available in English, French, Italian and Spanish and introduces three core essentials:

- **Awareness** – what sustainability means for our business and society.
- **Business engagement** – how sustainability connects to everyday roles and decisions.
- **Caution** – how to communicate responsibly and avoid greenwashing.

The training supports a shared understanding of sustainability and helps our colleagues make informed, responsible decisions aligned to our values and commitments.

2.2 WHERE YOU CAN: GROW AND PROGRESS CONTINUED

Technology and innovation

We introduced 38 job-specific learning pathways through our Data & AI Academy, designed to help colleagues upskill and build the data and AI skills relevant to their role. We also invested in a learning experience platform (LXP) to give our colleagues ownership of their learning and insight into future skill needs.

In 2025, we launched several initiatives to support career development, including Elevate (our Governance Academy) to build technical, commercial and leadership skills; the Risk Emerging Talent programme, offering rotational experience for high-performing colleagues; and tailored mentoring and coaching programmes, including those delivered with Admiral Money.

Beyond Admiral

We partnered with ALS Training, Cardiff & Vale College and Gower College Swansea to offer free courses in Wales covering AI, digital skills and more. Admiral Money delivered financial education in schools, while Veygo offered paid internships to young people.

Our Empower All training series tackled topics like neurodiversity and men's health, breaking stigma and building understanding. Through Tent UK's Refugee Women Mentorship Programme, colleagues offered CV tips and interview preparation.

At Admiral, we believe learning never stops and careers don't have to follow a straight line. By putting people at the heart of progress, we're shaping a future where Admiral – and our people and communities – thrive together.



University insights day

Inspiring the next generation is something we're passionate about. Recently, our UK business opened its doors to university students, giving them insight into our Group sustainability goals and our journey to net zero.

From discussing careers in sustainability to students pitching fresh ideas, it was a day full of inspiration and innovation. We were also able to hear fresh perspectives and insight into how the next generation is thinking about sustainability in business.



Admiral Launchpad

Our eight-week development programme gave people the space, skills and confidence to explore entrepreneurial ideas outside the traditional working day. Delivered in partnership with the Welsh Innovation Centre for Enterprise (ICE), the programme was designed to widen access to entrepreneurship, particularly for those who may face barriers such as neurodiversity, disability or gender.

Admiral Launchpad combined weekly workshops, one-to-one mentoring and flexible online or in-person sessions. Participants developed practical skills in areas such as

branding, marketing, sales, finance and business planning, supported by a peer community and access to ICE's wider network. The focus was on trying new things, understanding personal strengths and building confidence for future opportunities – whether that's starting a business, pursuing a new idea or strengthening skills for the next stage of their career.

By creating an inclusive space for people to explore their interests and capabilities beyond the traditional 9 to 5, Admiral Launchpad supported personal development, helped broaden skills and contributed to a more empowered and future-ready community.

2.3 WHERE YOU CAN: BE YOU

Celebrating individuality

At Admiral, individuality is a strength – and when people can be themselves, they do their best work. Be You means creating a workplace where every colleague feels safe, respected, and empowered to bring their authentic self to work.

Our latest engagement survey shows 95% of colleagues believe Admiral is a diverse and inclusive employer, reinforcing that inclusion is woven into our culture. DE&I is essential to creating a sense of belonging at work, which in turn supports good mental health and wellbeing – because when people feel valued and included, they flourish.

Strategy and governance

Our three-year UK DE&I strategy, launched in 2024, focuses on diverse representation, authenticity, and inclusive leadership. We aim for 40% women in senior management and 7% ethnic diversity within our Executive Committee and Direct Reports by 2027, rising to 10% by

2030. As of 31 December 2025, we're at 36%² women and 8% ethnically diverse leaders.

Our Equality, Diversity & Dignity at Work Policy prohibits discrimination on all legally protected characteristics, including age, gender, race, ethnicity, disability, sexual orientation, religion or belief, pregnancy and maternity, and gender identity. We align with ILO Conventions and the UN Guiding Principles on Business and Human Rights, embedding inclusive language across policies. DE&I is integrated into risk and human capital strategies, with Board-level oversight and executive sponsorship ensuring accountability.

Recruitment and accessibility

We're committed to encouraging diverse talent attraction, supported by inclusive recruitment processes, and DE&I initiatives across all regions. We run programmes that help us reach wider talent pools, support inclusive hiring practices and create equitable opportunities. Our workplaces are designed for physical and digital accessibility, with adjustments available to support colleague needs, including neurodiverse colleagues.

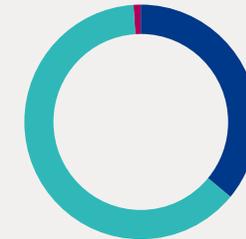


95%

of colleagues believe Admiral is a diverse and inclusive employer

Gender diversity in senior management¹

As at 31 December 2025

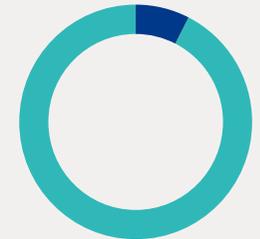


Women	36% ²
Men	63%
Other gender	1%

- 1 This includes all senior management across the Admiral Group – every business, function and area.
- 2 This data point has been assured by Grant Thornton.

Ethnic diversity in UK senior management

As at 31 December 2025



Ethnically diverse	8%
Not ethnically diverse	92%

Culture in action

Six employee resource groups – Age, Gender, Social Mobility, Accessibility and Neurodiversity, Ethnicity and Culture, and Ty Rainbow LGBTQ+ – help strengthen our inclusive colleague culture, creating a sense of belonging through campaigns, events, and support networks for underrepresented communities. These groups lead impactful campaigns for Black History Month, International Women's Day, Pride Month and Neurodiversity Celebration Week, helping to build understanding and engagement.

Floating holidays give colleagues flexibility to take bank-holiday leave at a time that suits caring, parental, cultural, or religious needs. Alongside this, mentoring and tailored training, help promote inclusion across the business.

We celebrate Inclusion Champions, host open forums, and share monthly updates to keep inclusion front and centre. Dedicated policies for menopause, fertility treatment, and wellbeing help support equity in areas where additional consideration is needed.

Our ultimate goal is for every colleague to feel that Admiral is a place Where You Can Be You – and that's what makes us better, together.

2.3 WHERE YOU CAN: BE YOU CELEBRATING INDIVIDUALITY CONTINUED

Progress and accountability

DE&I metrics form part of performance reviews and remuneration. Leaders take action through mandatory annual DE&I training for all full-time, part-time and temporary colleagues and function-specific training for recruitment, leadership, and customer-facing roles, alongside mentoring and sponsorship of employee resource groups.

Pay gap transparency (Admiral UK)

In 2024, we combined Gender and Ethnicity Pay Gap Reports for a holistic view. Our latest figures are shown below.

	Snapshot date as of 5 April 2025		2024	
	Mean	Median	Mean	Median
Gender Pay Gap	15.3% ¹	9.5% ¹	14.1%	7.0%
Ethnicity Pay Gap	-8.1%	-5.1%	-10.8%	-1.9%

¹ This data point has been assured by Grant Thornton.

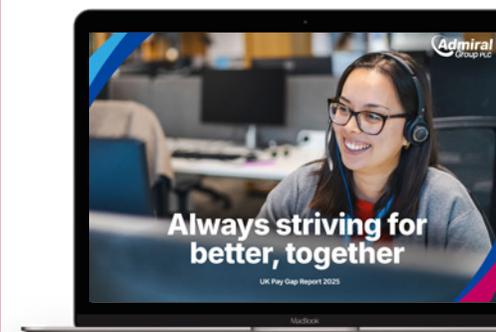
We're passionate about progressing our DE&I commitments – not only is it the right thing to do, but it will also help our business to continue to be successful in the long term.

Keith Davies
Group Chief Risk and Compliance Officer and Executive Sponsor of DE&I and Sustainability



Find out more in our Pay Gap report

admiralgroup.co.uk/investor-relations/corporate-governance/gender-and-ethnicity-pay-gap-reports



Recognition and partnerships

Top 50
in the Financial Times Diversity Leaders Index

4th
Best Workplaces for Women™ in 2025
Great Place to Work® UK

Top 100
listed in the Women in Work Top 100 Gender Equality List



We're signatories of the Women in Finance Charter and Race at Work Charter, certified as a Disability Confident Leader and Menopause and Endometriosis Friendly Employer, and we partner with Show Racism the Red Card, Women in Data, and Tech She Can.



2.4 WHERE YOU CAN: BE YOU

Supporting colleague wellbeing

1:125

ratio of Mental Health First Aiders to UK colleagues

At Admiral, colleague wellbeing is central to how people experience and perform at work. Feeling supported and able to manage life's pressures helps people thrive. We see mental health and wellbeing as essential to creating an environment where our colleagues feel safe, confident and able to do their best. In 2025, our approach was recognised with silver at the Mental Health and Wellbeing Wales Awards.

Wellbeing and mental health strategy

Our strategy applies to all our full-time, part-time and temporary colleagues across every business area and geography. Oversight sits with senior leadership and the Board, with day-to-day delivery led by the Health and Wellbeing team and supported by Employee Consultation Groups. Our strategy is monitored through surveys, feedback and reporting.

Listening and learning

When surveyed, 79% of colleagues said they wanted more wellbeing information through their managers. We are therefore strengthening manager support in 2026 with improved resources and training to help them model healthy behaviours and lead supportive conversations.

We track progress against formal measures – including a target to obtain and maintain a ratio of 1:125 Mental Health First Aiders to colleagues, which was achieved in our UK Operations in 2025 – alongside usage trends and training coverage. Progress against these objectives is reviewed monthly within the People function and reported to the Head of People.

Poor mental health can affect absence, performance and retention, while good mental health supports long-term engagement and resilience. We want our colleagues to feel supported and able to manage life's demands, which is why wellbeing is part of everyday working life at Admiral.

Our aim is simple: to make wellbeing part of everyday working life, so every colleague has what they need to feel confident, supported and able to thrive.



Our priorities

In 2025, we focused on early intervention and practical support, recognising that timely action and flexibility play an important role in sustaining wellbeing. We support colleagues throughout their time at Admiral – from recruitment and onboarding to development, progression and return to work. This is reinforced by our approach to job adjustments and inclusive career progression, ensuring colleagues are treated fairly when managing their wellbeing. Our approach to flexibility means colleagues can adjust their working hours, targets or home working arrangements where needed. We also recognise the link between financial wellbeing, fair reward and mental health, which shapes our wider approach to good work.

We strengthened access to preventative mental health and resilience support, including Emotional Resilience programmes, counselling through Talk in the Bay, and psychological support through our Employee Assistance Programme with HealthHero. Regular webinars and intranet contents help normalise discussions about mental health. In 2025, more than 1,200 colleagues engaged with our wellbeing webinars, and our mindfulness coach supported over 2,800 colleagues across the year.

2.4 WHERE YOU CAN: BE YOU

SUPPORTING COLLEAGUE WELLBEING

CONTINUED

External engagement

We contributed to wider debates on workplace wellbeing through roundtables and panels hosted by organisations including the Confederation of British Industry, the Bevan Commission, Healthy Working Wales and the Department for Business and Trade. We also share mental health guidance with partners and suppliers as part of our wider responsibility to promote wellbeing beyond Admiral, and advanced wellbeing research through partnerships, including working with the Bevan Commission on workplace health across Wales.

Supporting managers

People managers play an important role in promoting wellbeing day-to-day. In 2025, 762 line managers completed mental health related training and 72 colleagues became accredited Mental Health First Aiders, enhancing our ability to offer meaningful support when it matters most. Managers also completed Wellbeing in the Workplace risk assessments, with a 70% completion target set for 2026, supported by learning on emotional intelligence, stress management and neurodiversity awareness.

Peer-led support

Peer-led support remained an important part of our approach. Networks focusing on men's and women's health, physical health and neurodiversity provided space for shared learning and support. Colleagues accessed more than 39,000 views of our Health and Wellbeing Resource Pages, and 95 trained Wellbeing Representatives provided gateways to support alongside their day jobs. This inclusive, people-led approach promotes

psychological safety and recognises different lived experiences. Our international entities also adapt wellbeing support locally, offering country-specific resources and pathways.

Health and safety

Health and safety are central to wellbeing at Admiral. We maintain Board oversight, clear accountability across all entities and mandatory annual training for full-time, part-time and temporary colleagues. Risks are monitored through assessments, display screen equipment checks and incident reporting, with actions taken to support our colleagues with health, disability or neurodiversity needs. In addition our zero-tolerance stance on harmful behaviour – underpinned by our Anti-Bullying and Harassment Policy – supports a safe and respectful environment for all our colleagues.

72

colleagues became accredited Mental Health First Aiders

39,000

views of our Health and Wellbeing Resource Pages

95

trained Wellbeing Representatives



Understanding the link between pets and wellbeing

Pets play an important role in many people's lives, offering routine, companionship and emotional support. To better understand this connection, our Pet team partnered with personal trainer and presenter Livi Sheldon and researchers at Queen's University Belfast. Together, we surveyed over 2,000 UK pet owners. Most said their pets help reduce stress, bring structure to their day and support social connection. A follow-up study tracking heart rate patterns during interactions with pets illustrated the emotional and physiological impact pets can have, deepening our understanding of how they support wellbeing.



Early detection that made a difference

As part of our partnership with the British Heart Foundation, colleagues were offered free on-site health checks in 2025. After attending one of these checks, a colleague was found to have severely elevated blood pressure, blood sugars and cholesterol – issues they were unaware of. On the clinician's advice, they contacted their GP immediately and were assessed the same day. They are now receiving treatment and ongoing monitoring. John Bowling shared:

"This has likely saved my life. I had no idea anything was wrong. I'm now receiving treatment and have the follow-up care I need – it is an incredible benefit."

3.0

Supporting communities

Creating progress together

Supporting a future that puts people, communities and the planet at the heart of progress.

Our commitments

- Taking meaningful climate action through nature-based solutions and resilient communities.
- Empowering people through skills, opportunity and colleague-led impact.
- Using our resources responsibly, transparently and for long-term societal value.

Our progress

- Over £4.4m invested in community initiatives supporting good causes, generating over £26m in social value calculated using the Social Value Portal.
- Colleagues exceeded our impact hours target, supporting causes close to them.
- Strengthened impact through strategic partnerships across climate resilience, digital skills and humanitarian support.

At a glance

Invested in communities

£4.4m

(2024: £3.3m)

Colleague volunteering

45k hrs

(2024: 32.5k hours)



[Read more about UN SDGs on p54](#)



3.1 WHERE YOU CAN: MAKE A DIFFERENCE

Doing the right thing

Make a
difference

At Admiral, we prioritise doing what's right – for our customers, for each other, and for the world around us. That's why Make a Difference is one of the four commitments at the heart of our people promise, Where You Can.

We believe everyone should have the chance to live by their values and define their own direction. Whether it's supporting a team-mate, improving a process, or volunteering in the community, we encourage our people to take action in ways that matter to them.

Investing in communities, building futures

Real progress starts with people. Our work – whether funding a project, volunteering time, or building partnerships – puts people at the heart of progress. That's why each year, Admiral allocates up to 1% of operating profit to community investment. In 2025, we committed a total of over £4.4 million to community initiatives, and supported and empowered colleagues to lead change through volunteering, fundraising and grant-making, generating over £26 million in social value. UK colleagues contributed more than 45,000 volunteering hours, supported by matched funding and community small grants that strengthened grassroots organisations. Colleagues are proud of our community and charitable approach, and we continue to put people at the heart of progress, by building resilience, opportunity and inclusion across the communities we serve.

Image: Admiral Solutions colleagues volunteering at the Lotus Petal Foundation, a partner school, where they led creative and sports-based engagement activities with students.



Colleagues making a difference

Leanne Brereton, an Admiral colleague of over 20 years, has volunteered with HM Coastguard since 2023 and British Divers Marine Life Rescue (BDMLR) since 2024. A Royal Navy veteran, she continues to use her maritime skills to protect the South Wales coastline.

As a Coastguard Team Leader, Leanne supports emergency response across Port Talbot, Porthcawl and Swansea Bay. Admiral's flexible working

policies allow her to stay on call 24/7, leaving work for emergency callouts and making up the time later – while still delivering high-quality training as a Claims Trainer.

Admiral's Community Grant has also funded essential equipment for South Wales BDMLR medics, including carry cages, safety boards, stretchers and personal protective equipment.

Leanne's story shows how Admiral's culture and policies help colleagues pursue meaningful community service alongside their careers, strengthening wellbeing and local impact.

 **Continues overleaf**



3.1 WHERE YOU CAN: MAKE A DIFFERENCE

CONTINUED

Investing in communities, building futures continued

In 2025, we evolved our Social Purpose strategy, guided by our commitment to transparency, accountability and impact. We onboarded the Social Value Portal™ (SVP) to help us better measure and manage our contributions, ensuring that our investments – whether financial, time-based or skills-driven – deliver real value to communities in which we operate across the UK, Europe, India and Canada, as well as in the wider world.



Our community investment is built on four key areas that put people first:

Colleague-led impact

Empowering Admiral colleagues to support causes they care about through volunteering, fundraising and grant-making.

[see p20](#)

Environmental action

Supporting flood-resilience solutions and green infrastructure that benefit both people and planet.

[see p28 and 29](#)

Employability and opportunity

Tackling inequality by helping underrepresented groups access meaningful work and skills.

[see p23](#)

Humanitarian support

Responding to global crises with compassion and urgency, through trusted partners like the Disaster Emergency Committee.

[see p24](#)



These pillars show what progress looks like when people lead the way, and help more people look after their future. Whether it's a major charity partnership, a colleague volunteering their time, or a young person gaining digital skills through a partnership programme, each story reflects Admiral's belief in progress that includes everyone.

We know that colleagues care about our culture of community investment, and in 2025, this was reflected in our Great Place to Work® survey, where over 90% of colleagues said they were proud of our community and charitable approach.

As we look ahead, we remain committed to deepening our impact and listening to the communities we serve. We'll continue to invest in partnerships that align with our values, support our colleagues to lead change, and use data to understand where we're making a difference.

Over 90%

of colleagues said they were proud of our community and charitable approach



"Social Purpose is part of who we are. By putting people at the heart of progress, we're building a future that works for everyone."

Michelle Leavesley
Group Chief Sustainability Officer

3.2 COLLEAGUE-LED IMPACT

Empowering people to make a difference

At Admiral, our colleagues are the heartbeat of our community investment. Their passion, creativity and care shape how we give back, not just through corporate programmes, but through thousands of individual actions that ripple outward across our communities.

In 2025, we saw Admiral colleagues take the lead in driving social impact through volunteering, fundraising and giving back. Our volunteering programme continued to grow, offering two days of paid volunteering time to all colleagues, match funding for personal fundraising efforts, and access to our Community Small Grants scheme for causes close to their hearts.

Volunteering: time that builds connection

Volunteering is a cornerstone of our culture. It connects our people to real-world challenges, strengthens local communities, and fosters empathy and purpose. In the UK alone, Admiral colleagues contributed over 45,000 hours of

volunteering time during 2025 (increased from over 32,500 in 2024), supporting causes from health boards to food banks and schools to environmental clean-ups, and cultural events like the annual Eisteddfod.

Match fund: Doubling the impact of giving

Our Match Fund programme enables colleagues to amplify their fundraising efforts, with Admiral matching donations to registered charities. In 2025, we approved 167 match fund applications, supporting 87 charities, including 61 focused on health and wellbeing. Over £169,000 was matched, helping causes from cancer research to mental health support.

Community small grants: Supporting local needs

Through our Community Small Grants scheme, Admiral provides funding to grassroots organisations nominated by colleagues. In 2025, we granted over 500 applications, supporting more than 400 clubs, charities and community groups with a total of over £260,000. These ranged from equipment for knitting groups to solar panels for environmental projects, all chosen and championed by Admiral colleagues.

A culture of pride and purpose

This culture of giving is reflected in how our colleagues feel. In our Great Place to Work survey over 90% said they were proud of Admiral's community and charitable approach. It's a testament to the power of people-led impact and to the belief that when we support our colleagues to lead change, we build a stronger, more connected future.

Measuring what matters

We use the Social Value Portal™ (SVP), a UK-based platform, founded in 2014 and the primary system supporting the National Themes, Outcomes, Measures (TOMs) framework – to measure, manage and report the social value created through our partnerships. Data is entered by our Social Purpose team, with supporting evidence from delivery partners. Finance and Group Sustainability review the inputs for consistency, and SVP provides independent validation annually. Results are tracked in real time and reviewed at least quarterly through our governance forums, with an annual year-end consolidation to inform public reporting.

Right: Colleagues in Admiral Seguros completing annual race against breast cancer.



Find out more about our Social Value Portal

www.socialvalueportal.com/news-and-insights/what-is-social-value-definitions-examples-and-how-to-create-it



As one of the first UK financial services firms to adopt SVP, we'll be able to compare performance against a nationally recognised standard, strengthen ROI analysis, and ensure our investments deliver meaningful change.

Through this approach, we estimate over £26m in social value was generated through Admiral's community investment and volunteering during 2025.

"I'm incredibly proud of what we achieved together and grateful for Admiral's support in helping us make a bigger impact for children and families when they need it most."

Michael Price
Fundraiser for Noah's Ark

3.3 STRATEGIC PARTNERSHIPS

Building resilience together

Progress isn't a solo journey – it's built together.

Our partnerships put people first, helping communities adapt, grow and thrive. In 2025, our partnerships focused on three core themes: climate resilience, financial resilience, and disaster relief, each chosen for its potential to deliver long-term, people-centred impact.

These partnerships are guided by our sustainability values and aligned with global frameworks like the UN Sustainable Development Goals (SDGs). Through them, we're helping communities adapt to climate change, access financial education, and recover from humanitarian crises while putting people at the heart of progress.

Driving sustainability through sport

Community sport offers Admiral a powerful platform to promote sustainability and inspire change. In 2025, we launched the Admiral Sustainability in Sport Fund, committing £100,000 to support sports clubs across Wales that are leading the way on environmental action.

Through this fund, we supported five clubs to trial new ideas, build collaboration and explore more innovative approaches in community sport. From reducing waste and improving energy efficiency to promoting active travel, these projects are helping clubs take practical steps towards more sustainable ways of operating.

One standout initiative came from the Boys and Girls Club of Wales, who used the funding to empower a wave of young eco-leaders. These young changemakers took part in a programme of activities and learning, including a 100-mile canoe trip down the River Wye to carry out environmental surveys and raise awareness of river health.

This fund reflects our belief that sustainability is a team effort and that sport can unite communities in building a greener, healthier future.

Climate resilience: Nature-based solutions with social impact

Our Green Fund supports projects that deliver nature-based solutions that benefit both people and the planet. In 2025, we worked with organisations including the National Trust, WWT, Earthwatch and Walk Wheel Cycle Trust to restore habitats, improve green infrastructure, and deliver climate education.

These projects are socially inclusive, often engaging underserved communities, schools and volunteers to co-create solutions. For example, our partnership with Earthwatch Europe brought environmental learning to schools across South Wales, reaching hundreds of children and teachers through citizen science and outdoor education.

Read more

[Environment](#)

p25



"We're investing in natural flood management solutions to strengthen flood resilience for people and nature. For us at Admiral, protecting people's homes means taking action beyond insurance by building understanding and resilience to the impact of changing climate and extreme weather events."

Michelle Leavesley
Group Chief Sustainability Officer

[Continues overleaf](#)

3.3 STRATEGIC PARTNERSHIPS CONTINUED

A River Wye adventure

Over four days and 60 miles, 14 young people from the Boys' and Girls' Clubs of Wales combined adventure with environmental action during their canoe expedition along the River Wye.

Supported by the Admiral and the Welsh Sports Association's Sustainability in Sport Fund, the group of young eco-champions paddled an impressive distance whilst carrying out important environmental monitoring. The group collected litter, measured water quality, logged biodiversity indicators like Mayfly blooms and fish activity, and even set up a trail camera to observe local wildlife.

This expedition was part of a year-long eco-leadership project empowering young people to learn environmental stewardship and champion sustainability in their communities.

"Community sport offers a powerful platform to promote sustainability and inspire change. We're proud to work with Admiral to support projects that drive action against climate change and strengthen communities for the future."

Andrew Howard
Chief Executive Officer
Welsh Sports Association

£100,000

committed to support sports clubs across Wales with sustainability initiatives



3.4 EMPLOYABILITY AND OPPORTUNITY

Opening doors for inclusive growth

Progress means opportunity for everyone. We invest in programmes that help people gain skills, confidence and a future.

Why it matters

Across the communities we serve, many people face systemic challenges from lack of digital access to limited training opportunities. These barriers can prevent individuals from securing meaningful employment, especially in sectors that are rapidly evolving. Our approach focuses on reducing inequality, promoting inclusive growth, and supporting a just transition to a greener economy.

Our partnerships

In 2025, we strengthened partnerships that deliver practical, measurable impact. Through our three-year partnership with the King's Trust Digital Skills Pathway, we continued to empower young people with essential digital skills. Over three years, more than 800 participants gained confidence in using technology for work and education, opening doors to new career paths. With Generation, we supported programmes across the UK, Europe and India that provide job-ready training in high-demand sectors. These initiatives focused on underrepresented groups, helping bridge opportunity gaps and strengthen diversity in the workforce.

193

young people into work*

210

young people into training/education*

Our impact highlights for the year included the delivery of robust partnerships focused on digital literacy, vocational training and green skills to prepare communities for the jobs of tomorrow, and targeted support for women, ethnic minorities and individuals facing socio-economic barriers.

"I've really enjoyed the Digital Learning Programme with the King's Trust. It's been a great opportunity to expand my skills and gain insights into the digital world, especially through sessions like project management delivered by Peter from Admiral. The programme has been well structured, and the support provided has been invaluable."

From a King's Trust programme participant



In 2025, we won the Rising Star category at the King's Trust Partnership Awards.

Looking ahead

We're proud of the progress made in 2025, and we know there's more to do. As technology and sustainability reshape the global economy, Admiral will continue to champion inclusive employability initiatives that put people first.

3.5 DISASTER RELIEF

Standing together in times of crisis

When disaster strikes, we stand with people when they need it most. That's why humanitarian support is a core pillar of our community investment strategy.

Rapid response when it matters most

In 2025, Admiral became a proud member of the Disasters Emergency Committee (DEC) Rapid Response Network, joining a coalition of organisations committed to mobilising resources quickly during major humanitarian crises. This year, we activated our first appeal in response to the Myanmar Earthquake, helping deliver emergency aid to thousands of people affected by the disaster.

Our support for DEC reflects our belief in collaboration and trust. By working with expert humanitarian organisations, we ensure that our contributions reach those who need them most – fast, effectively and with dignity.

In addition to DEC appeals, Admiral joined Save the Children's Humanitarian Network, a powerful collective that stands with children before, during and after crisis. We contributed to Plan International's outreach work covering rapid funding for disaster risk management and climate hazard anticipation globally, enabling interventions before hazards strike.

Over £1m

funding provided to disaster relief



Global volunteering: Impact beyond borders

Humanitarian support isn't just financial, it's personal. Admiral colleagues across the UK, India, Canada and Europe volunteered their time and skills to support local and global causes, from disaster relief fundraising to community health initiatives. These efforts demonstrate the power of people-led action, even in the face of global challenges.

"Humanitarian crises are growing in scale and complexity. By partnering with DEC, Save the Children, and Plan International, Admiral helps make a real difference when time is critical."

Michelle Leavesley
Group Chief Sustainability Officer

Why it matters

Climate change, conflict and displacement are reshaping the world we live in. Businesses like Admiral have the reach and resources to help alleviate suffering and build resilience. Our humanitarian investments are guided by the same principle that underpins all our community work: putting people at the heart of progress.

Looking ahead

As humanitarian needs continue to rise, Admiral will deepen its partnerships and explore new ways to support communities in crisis, whether through rapid response funding, skilled volunteering or support with recovery.

4.0

Our environmental priorities

Turning ambition into action

Our commitments

- Net zero by 2040 in our operations, investments, and supply chain.
- Supporting more customers to make environmentally positive choices.
- Using our community investment funds to support protection of nature, reduction of emissions, and resilience to climate change.

Our progress

- Increased number of investees and suppliers committed to decarbonisation targets.
- Supported more than 750,000 customers to choose electric or hybrid vehicles.
- Supported flood resilience via National Trust, Flood Re, and WWT.

At a glance

Contributed

£1.2m

to environmental causes

Supported customers

750k+

with low-emission vehicles



[Read more about UN SDGs on p54](#)

4.1 WHY DOES ENVIRONMENTAL SUSTAINABILITY MATTER?

Our sustainability journey

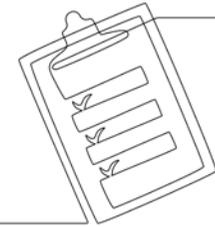
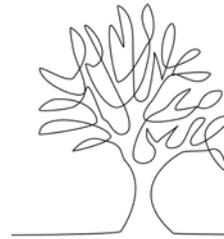
Environmental sustainability is about managing natural resources responsibly to meet today's needs without compromising the future. Climate change is one of the greatest challenges of our time, alongside nature loss, pollution and resource scarcity.

As an insurer, Admiral sees first-hand the impacts of environmental degradation. Climate change contributes to extreme weather, which drives higher car and home claims, disrupts travel, and increases the cost and frequency of catastrophic events. Floods, storms, wildfires and heat waves damage homes and vehicles, and cause delays and cancellations that affect customers directly. This creates both a duty and a business imperative to help customers become more resilient to environmental risks.

We also recognise that we insure, lend for and invest in assets and activities that contribute to climate change, including emissions from cars, homes and travel. Our own operations, investments and supply chain also have environmental impacts. In recognition of this, Admiral has committed to reaching net zero greenhouse gas (GHG) emissions by 2040, supporting global efforts to limit warming to 1.5°C under the Paris Agreement.

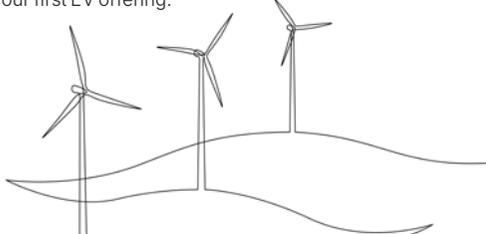
Alongside climate change, addressing nature loss, biodiversity and ecosystem resilience is increasingly important. In 2025, Admiral deepened our focus on nature-related risks and opportunities, with the aim of embedding these considerations into our strategy, partnerships and disclosures. Our Double Materiality Assessment continues to identify biodiversity, ecosystems and resource use as directly material issues.

To help advance industry understanding, we contributed to the UK Financial Conduct Authority's paper on the nature-climate nexus published in October and engaged with the Green Finance Institute on the Task Force on Nature-related Financial Disclosures (TNFD). We also refreshed our colleague community grants programme, encouraging support for local environmental projects.



1998–2013

Completed our first GHG footprint and launched our first EV offering.



2015

Moved our main UK site onto renewable energy.

2019

Externally verified our greenhouse gas emissions for the first time. Included ESG criteria in our investment policy.

2020

Responded to the global COVID-19 crisis by giving £110m to customers through the 'Admiral stay at home refund'.

2024

Funded two Tiny Forests and the first two Earth Schools in Wales.

2025

Launched our first customer-facing sustainability campaign, Flood Force with National Trust.

2030

By 2030 we aim to halve emissions from our operations, investments, and supply chain.

2040

By 2040 we aim to achieve our net zero goal.

2023

Welcomed our first Group Head of Sustainability and launched a new sustainability governance structure.

2022

Partnered with organisations across the world to help people outside of Admiral secure meaningful employment.

2021

Updated our Admiral Group purpose statement to include focus on community and the environment.



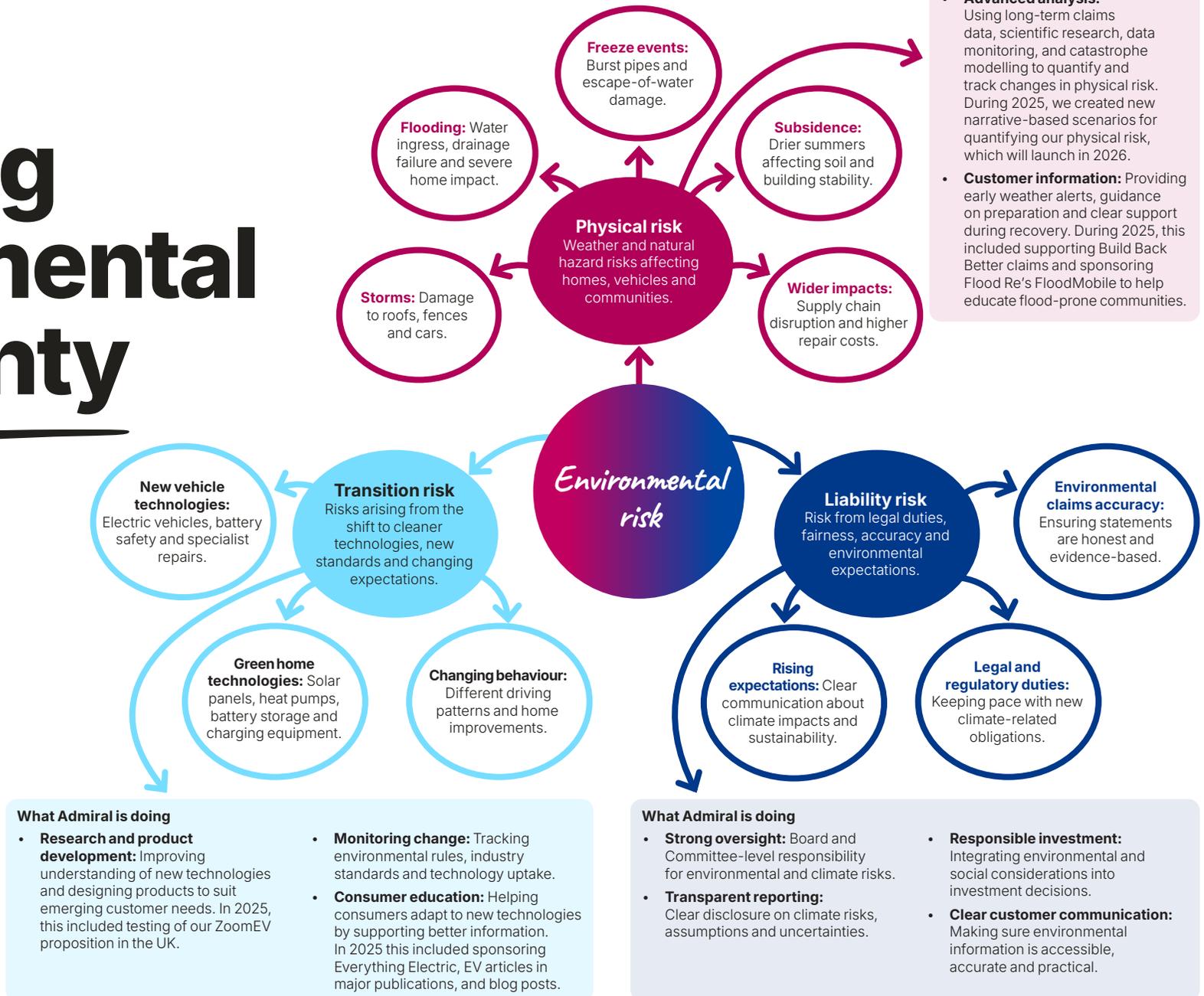
4.2 WEATHERING THE STORM

Managing environmental uncertainty

Risk management at the core of our business

As an insurance company, understanding and managing risk is a core part of what we do. Across our products we face a wide and evolving set of exposures, and one area that is becoming increasingly important is environmental risk. The following chart shows how environmental risk impacts us and our customers, and what we are doing about it.

For more detail, see our Task Force on Climate-related Financial Disclosures ('TCFD') report in our Annual Report, where we discuss climate risk in depth.



4.3 ADMIRAL AND NATIONAL TRUST: FIVE SITES FOR NATURAL FLOOD MANAGEMENT

Flooding is one of the UK's most serious climate risks, with one in four properties projected to be at risk by 2050. As a home insurer, Admiral is committed to helping customers live in safer homes. This includes supporting system-wide resilience to floods.

During 2025, Admiral expanded our support of National Trust's work on natural flood management, which works with the landscape to slow down water, store it safely, and reduce pressure on rivers and nearby towns. The projects help manage water naturally while also improving wildlife habitats and water quality.

One major project took place in Eryri, where upland peatlands had become damaged and dried out. When peatlands break down, they release water quickly during heavy rain, increasing flood risk. To fix this, eroded peat hags were reshaped and small dams were installed to raise the water table. This helps the blanket bog act like a sponge again, soaking up water instead of letting it rush downhill.

Young people from Urdd Gobaith Cymru helped plant sphagnum moss, which plays an important role in rebuilding healthy peat. Scientists from Liverpool University have started monitoring GHG levels at the site to understand how restored peatlands can also support climate goals. The area is now holding more water, slowing runoff and giving wildlife better conditions to thrive.

National Trust partnership

These ideas are being used in other places too. In another project in the Lake District, work on the River Liza reconnected 1.2 kilometres of the river to 17 hectares of floodplain. This allows water to spill out naturally during storms, reducing flood peaks downstream. Early checks have already found Arctic charr spawning in the restored river sections, showing that wildlife can return quickly when rivers have space to move.

At Holnicote in Somerset, Admiral funding supported ongoing whole catchment restoration, aimed at improving the health of the entire river system, not just the one site. Plans also moved forward for a catchment scale beaver reintroduction. Beaver dams can help slow water, create wetlands, and hold more water during dry periods, all of which can help protect communities over time.

In Cheshire, Admiral funded work to restore 25 ponds across more than 15 hectares has created a more connected 'pondscape'. This helps slow surface runoff and gives many species better places to live. In Buscot and Coleshill in Oxfordshire, new natural flood management measures have been designed with tenant farmers to reduce flood risk for Buscot village while also improving river health.



Together, these projects show how investing in nature can make a real difference to climate resilience. This first year marks the beginning of a three-year partnership between Admiral and the National Trust. Over this time, we will continue learning what works, building strong evidence, and helping communities become more resilient in a changing climate.

5

Natural flood management sites with National Trust funded by Admiral

4.4 PARTNERING FOR CLIMATE AND NATURE

During 2025, we expanded our support for climate change and nature conservation, and environmental advocacy through external partnerships, contributing £1.2 million to environmental projects through our Green Fund Initiative. Our focus spans restoration, education, community engagement, and nature-related risk awareness.

£1.2m
to environmental projects

Stump Up for Trees (SUfT)

In 2024–25, Admiral supported the planting of 7,312 trees across 4.57 hectares in South Wales, supporting both carbon storage and biodiversity. SUfT monitors sites for up to 12 years, working with ecologists and local conservation groups to support long-term success. Nearly 500 volunteer hours were contributed, with the project now forming part of a wider Brecon Beacons landscape restoration programme, with progress tracked annually.

c.500

volunteer hours

Green Earth Schools and Tiny Forests

In partnership with Earthwatch Europe, in 2024 Admiral became Wales' first corporate sponsor of the Green Earth Schools and Tiny Forests programmes. We funded 2 schools then, and funded 8 additional schools in 2025, supporting them to be transformed into nature-rich learning environments. We also funded 2 Tiny Forests totalling 600 native trees were planted in urban spaces. Baseline data on biodiversity, carbon capture and community engagement was collected in 2025.

600

native trees planted in urban spaces

Wildfowl and Wetlands Trust (WWT)

Admiral continued its partnership with WWT through the Climate Resilience Fund and the Winter Appeal 2025. As part of this collaboration, Admiral committed a total contribution of £150,000, comprising an initial grant and a pledge to the 'Big Give' Christmas Challenge. These efforts supported WWT's ecological work on habitat restoration, flood risk reduction, climate-adaptive wetland management, and the engagement of community volunteers.

£150,000

contributed by Admiral in 2025

Size of Wales

Since 2020, Admiral has partnered with Size of Wales to protect tropical forests from the risk of deforestation. In 2025, our support in Mbale, Uganda, helped plant 40,000 native trees, provided 5,000 agroforestry seedlings, and supported beekeeping and fish farming for local communities. The forest helps to restore soil fertility, regenerate entire ecosystems, and sequester carbon, while also providing fruit for local families. These initiatives, including education and outreach, are expected to store over 2,000 tonnes of CO₂ and improve forestry, biodiversity and livelihoods.

5.0

Driving environmental change

Reducing impact together

Our commitments

- Halve emissions in our operations, investments, and supply chain by 2030.
- Measure and disclose insurance-associated emissions in line with PCAF guidance.
- Support customers to become more resilient to the effects of climate change.

Our progress

- Reduced emissions and carbon intensity of our corporate bonds portfolio.
- Became a PCAF signatory and disclosed customer emissions in annual reporting for the first time in 2025.
- Reached 4.8m consumers with our Flood Force campaign.

At a glance

In the UK in 2025

>25%

growth in electric vehicle book

Since 2021

48%

lower financed emissions



[Read more about UN SDGs on p54](#)

5.1 OUR NET ZERO AMBITION

We want to play our part in creating a cleaner, safer future. For us, net zero means cutting the GHG emissions linked to our business to as close to zero as we can and balancing what's left with trusted carbon removals.

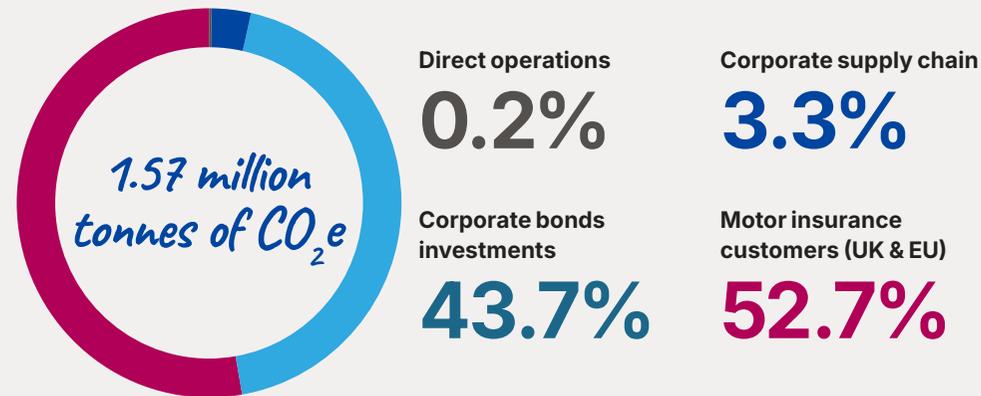
Our goal is net zero by 2040 across our operations, investments and supply chain. We also plan to halve these emissions by 2030 from a 2021 baseline. In December 2024, we set out our Net Zero Transition Plan. It explains what we will do, when, and who is accountable.

However, net zero climate-related targets are not only about what happens inside our business. Insurance also shapes real-world choices made by customers about their lives. In 2024, Admiral was among the first insurers in the world to publish insurance-associated emissions aligned with standards by the Partnership for Carbon Accounting Financials (PCAF). These emissions are linked to what we insure, namely cars. We believe measuring insurance-associated emissions helps our industry focus on real climate change mitigation, not just internal footprints.

We use recognised standards to guide us. We used science-based targets to set our carbon reduction path in operations and investments. During 2025, we became an official signatory to PCAF, whose approach helps us measure customer and investment emissions using shared rules so numbers are comparable.

What our footprint looks like

This diagram shows our 2025 carbon footprint. It breaks down where emissions come from, so we can see where action matters most.

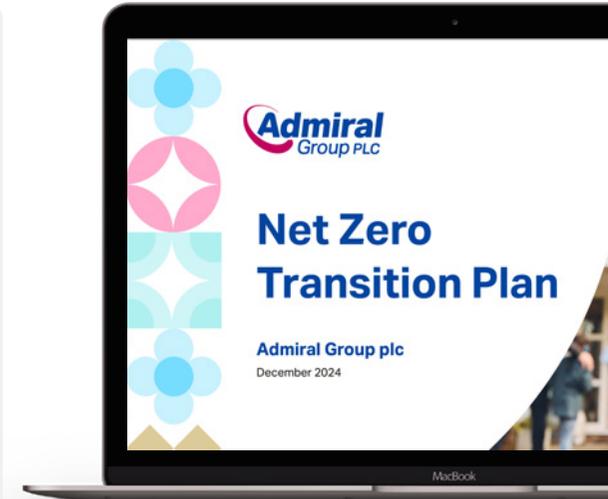


Not included in this chart are emissions from our claims suppliers and customers of our Admiral Pioneer and Admiral Money businesses. We are still developing ways to measure emissions from these areas. We have also not included figures from some investments (including government bonds and private debt) where we have measured emissions, but are still working to refine data and validate results before publishing regularly.



During 2025, Admiral's biggest single source of our emissions was our motor insurance customers. In the past, our investments have been our biggest emissions source; however, as we welcomed more Admiral customers in 2025, and continued to decarbonise our investments portfolio, the relative size of our customer emissions grew.

Emissions measurement is not yet exact. We are working to improve the accuracy of our measurements, particularly in complex areas like supply chain. We are also working to measure more sources of emissions, such as government bonds and private asset investments. This will help us prioritise our decarbonisation work and take real-world action.



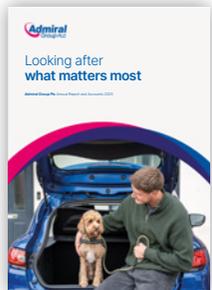
i Find out more about our group Net Zero Transition plan online:

admiralgroup.co.uk/Admiral_Group_Net_Zero_Transition_Plan



See our Annual Report for the impact we made in 2025 across a number of key emissions sources

admiralgroup.co.uk/



5.2 SUPPORTING MORE CUSTOMERS TO MAKE SUSTAINABLE CHOICES

Admiral insures cars, homes, and travel, all of which generate GHG emissions. We therefore have a responsibility to support and encourage our customers to make net zero-friendly choices.

Customer emissions

In 2025, we measured our insurance-associated emissions from UK and EU motor insurance at c. 830,000 tCO₂e. We worked to improve measurement in these areas and better understand progress. 2025 is our first year disclosing customer emissions outside our Net Zero Transition Plan.

Supporting zero-emission vehicles

Across their lifetime, electric vehicles (EVs) have a significantly lower environmental impact than internal combustion engine vehicles, even when accounting for battery manufacturing. Supporting customers to choose EVs is an important part of our sustainability approach. Admiral is a leading insurer of EVs in the UK, and growing our EV insurance book in France, Spain, and Italy. Our insurance in UK and France offers EV-specific features like out-of-charge recovery and cable theft cover. We also provide car finance for new and used EVs in the UK via Admiral Money. During 2025, we supported over 750,000 customers to choose electric and hybrid vehicles, with our UK EV book in particular seeing growth of over 25%.

In January 2025, Defaqto, a UK market intelligence firm, declared Admiral a pioneer of the market for insuring electric cars, a 'Defaqto Trailblazer'.

>25%

growth of our UK EV insurance book

defaqto 
Trailblazer

This recognised Admiral for innovation including 'out of charge' cover within our core comprehensive car insurance offering.

Giving customers access to quick, competent EV repair helps make EV ownership more accessible for all. In 2025 we launched an Admiral-branded repair centre with The Vella Group in the UK that included specialist EV repair tools, EV bays, charging facilities, and expert-trained technicians. We also planned to launch more, starting with a carbon-neutral repair centre with Steer Group in 2026. Read more in Section 5.4 on supply chain.

Supporting climate-resilient homes

Our UK household insurance products cover green building features like solar panels and domestic wind turbines. Since December 2024, our UK Household business supports the Flood Re Build Back Better initiative, which provides funding to make households more resilient after extreme weather events like flooding.



Supporting property flood resilience with Flood Re

Property flood resilience (PFR) refers to a range of measures that can be installed on a building to reduce the risk of floodwater entering the property or to minimise damage if water does enter. Helping our home insurance customers adopt PFR can reduce the damage caused by flooding, and help to speed up recovery and reoccupation.

In the UK, Flood Re is the UK government-backed affordable cover scheme for properties at high flood risk. In 2022, Flood Re announced a 'Build Back Better' scheme for flood victims that can fund up to £10,000 in property flood resilience measures as part of eligible repairs.

During 2025, Admiral supported Build Back Better flood claims customers for the first time.

Our first Build Back Better customer had a flood claim that eventually cost over £150,000. We helped the customer fit property flood resilience measures like flood barriers on key entry points.

Also in 2025, we joined other insurers to sponsor the relaunch of Flood Re's FloodMobile, a travelling demonstration unit that brings practical flood resilience advice and equipment to communities across the UK. FloodMobile is already providing flood-prone communities with hands-on demonstrations of PFR methods like flood doors, pumps, smart airbricks and non-return valves, empowering homeowners to take proactive steps before disaster strikes.

5.3 OUR INVESTMENTS

Backing a sustainable future

As an insurer, Admiral is a major financial asset owner and investor. The companies that we invest in are one of our largest sources of emissions, and an important area where we can drive change in the wider economy.

Investment emissions

In 2025, we measured c. 688,000 tCO₂e¹ from our corporate bonds investments, which made up 37.5% of our 2025 investments portfolio by value². This represents a 34.7% reduction from our original 2021 baseline of 1.06m tCO₂e, and a 48% reduction from our revised baseline³ of 1.33m tCO₂e, meaning we've surpassed our 2025 target of 25% reduction of emissions from investments.

Estimating what we can't yet measure

We measure emissions from each asset in our corporate bonds portfolio using a PCAF-aligned methodology. This involves using third party data suppliers to find or estimate our investees' total emissions. We then allocate a portion of those emissions to ourselves based on the size of our investment compared to the value of the whole company.

For some of the companies we invest in, we do not have reliable emissions data. In 2021, our baseline year, our emissions data covered only 66% of our corporate bond portfolio. Reporting has improved since then, and by 2025 we had data for 83% of the portfolio.

For companies where we don't yet have data, we estimate their emissions by assuming these companies have the same emissions intensity as the average of the companies where we do have data.

While this scaling sits outside PCAF guidance, it allows us a clearer picture of our emissions than not counting the missing data at all. During 2026, we plan to work towards having PCAF-aligned disclosures for every corporate bond asset.

Improved measurement

In our Net Zero Transition Plan, we committed to measuring emissions from government bonds and private debt within 2025. We achieved this goal in 2025, including implementing a new dedicated solution to measure emissions from our private debt portfolio. These are new methodologies for us, and we are taking time to validate the results before publishing them to ensure they provide a reliable baseline. It is worth noting that government bond emissions often look disproportionately large because they reflect a slice of an entire national economy's emissions, rather than an individual company's footprint. This adds important context to how we interpret these results.

- 1 This data point has been assured by Grant Thornton.
- 2 As of 31 December 2025. See our Annual Report for details on our asset allocation.
- 3 To protect against under-reporting our emissions, we exclude those counterparties with zero emission data entries. This helps to ensure that potentially missing data doesn't register as zero emissions and artificially reduce our emissions intensity and total emissions reporting. In 2025 we applied this same exclusion process assessment to our 2021 baseline data which resulted in a larger number of exclusions than in our previous calculation. As such, going forward we are revising our 2021 baseline upwards from 1.055m tCO₂e to 1.33m tCO₂e.



Image: In 2025, our Gibraltar team took part in a beach clean to help protect the local coastline.

See also

Engaging with investees: Our net zero engagement strategy for investments is outlined in our Responsible Investment Policy.

For more information, see our Responsible Business section **p49**

5.3 OUR INVESTMENTS

CONTINUED

Investing in the future

We support net zero innovation through our commitment to invest in climate solutions, green bonds, and companies that have set targets validated by the Science Based Targets initiative. Our investments team continues to explore ways to add nature-supporting assets and funds into our investment portfolio. Progress against our positive investment targets is as follows:

Metric	2025 target	2025 result
% reduction of Financed Emissions (Scopes 1, 2, & 3) ¹	25%	48.4%
% reduction ² of WACI of corporate bonds portfolio	25%	34.8%
% of corporate bonds portfolio in green bonds	5%	7.0%
% of corporate bonds portfolio by invested value to have set SBTi-validated targets	36.8%	37.4%

1 We have rebaselined the 2021 emissions. See details on page 33.

2 Admiral's reduction targets are set from a 2021 baseline.

Progress: WACI and financed emissions from corporate bonds



1 Our current WACI takes into account investees' Scope 1 and 2 emissions only.

2 Our financed emissions takes into account investees' Scope 1, 2, and 3 emissions.

Our investment decarbonisation targets are as follows:

- Financed emissions:** We aim to cut investment-related GHG emissions or 'financed emissions' by 25% by 2025 from a 2021 baseline, 50% by 2030, and reach net zero by 2040.
- Weighted average carbon intensity (WACI) target:** We aim to achieve a net zero WACI by 2040. WACI measures our corporate bond portfolio's exposure to carbon-intensive companies by revenue, expressed as Scope 1 and 2 tonnes of carbon dioxide equivalent per million dollars revenue (tCO₂e/\$m).
- Science-based targets:** We are committed to, by 2028, having 48.6% of our corporate bonds portfolio by value from issuers setting SBTi-validated targets.



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



5.4 OUR SUPPLY CHAIN

Partnering to create change

In 2025, Admiral's supply chain was made up of thousands of suppliers from which we purchase many goods and services. These suppliers fall into two categories:



Corporate suppliers

provide us with technology, data, distribution, marketing, and other fundamentals to the operation of our business.



Claims suppliers

help us address loss during claims – for example, by repairing vehicles, repairing homes, or replacing possessions – and liaise with customers during claims.

Emissions and targets

During 2025, we measured c. 52,000 tCO₂e of GHG emissions from Group corporate supply chain. Of this, 30.6%¹ came from companies committed to science-based targets for decarbonisation. We measure, monitor, and assure this percentage as part of our target for a sustainability-linked loan. For our assurance statement, see page 60.

We did not measure emissions from our claims supply chain in 2025. We are still developing ways to measure emissions from these areas, as detailed on the next page.

Procurement and supplier governance

We strive to integrate environmental sustainability into the process for selecting suppliers and managing their work during our relationship with them. During 2025, we launched a comprehensive programme to include net zero and wider ESG criteria throughout our procurement processes. We included sustainability criteria in 100% of new supplier tenders launched in 2025 for UK Motor and Household Claims, and began to include them in Group-wide corporate supplier tenders. For more information on sustainable procurement, see our Responsible Business section.

See also

[Assurance Report](#) **p60**

[Responsible Business](#) **p49**



Environmentally sustainable car repair

Vehicle repair is a major contributor to emissions in the motor insurance supply chain, with manufacturing of new parts accounting for a significant share of the footprint. Admiral is working to reduce this impact with our partners and through our claims processes.

¹ This data point has been assured by Grant Thornton.

5.4 OUR SUPPLY CHAIN CONTINUED

Understanding the environmental impact of claims

In 2025, Admiral advanced internal work on estimating claim-level footprints in the UK and Europe, piloting methodologies to measure emissions from parts, paint, and processes. We also contributed to PCAF's exploratory working group on insurance claims, collaborating with other leading insurers and experts around the world to understand how carbon accounting might work in claims.

Repair over replace

Manufacturing new parts drives a significant share of emissions. During 2025, Admiral explored opportunities to embed circular economy principles into claims including prioritising repair and increasing the use of recycled components, known as 'green parts', when safe to do so. Independent analysis shows green parts can cut emissions by up to 92% compared to new equivalents.¹

In the UK, we hosted suppliers from our motor damage repair network to discuss circular economy practices including green parts, recycled materials, and energy efficient processes. In Spain, we conducted customer research with promising results: three in four of our Spanish customers declared they would opt to use a recycled part after being shown the environmental and personal benefits of doing so (such as faster repairs), and 77% of them considered their insurer's sustainability commitments important or very important.



2025 Motor damage supplier sustainability forum: Conversations to create change

In November, Admiral brought together key partners from across our UK motor repair network for our first dedicated Supplier Sustainability Roundtable. The session brought together bodyshops, parts providers and technical experts to explore how we can collectively accelerate progress on key challenges shaping the future of motor repair.

Participants worked in facilitated groups to identify shared risks, opportunities and practical areas for collaboration, including training needs, infrastructure readiness and

ways to build greater resilience across the supply chain. The discussion reiterated that meaningful change is only possible through working collectively.

We are grateful to all suppliers who joined us. The insights captured on the day are contributing to a new supplier standard, designed to help our network grow sustainably while continuing to deliver positive outcomes for customers.



EV readiness and low-carbon processes

As EV adoption grows, we're investing in future-ready repair capability. Our repairers use specialist EV tools, charging bays, and trained technicians. In 2025, we launched a co-branded repair centre with The Vella Group in Manchester and planned for a 2026 launch with Steer Automotive Group in Glasgow. Vella's site features EV-ready infrastructure, energy-efficient equipment, and low-emission paint systems. Steer's network uses 100% renewable energy and trains technicians in plastic repair to reduce waste. Centres like these can be innovation hubs for sustainable repair practices, which can inspire change across our garage network.

¹ Source, Synetiq, April 2023.

5.5 OUR OWN OPERATIONS

Leading by example

While our carbon footprint from our direct operations is relatively small, we believe it is important to lead by example by continually taking measures to decarbonise.

Our operational emissions originate from fuel combustion and energy use, waste, and water use in our buildings, as well as business travel and employee commuting. Admiral publishes its operational emissions annually in our Streamlined Energy and Carbon Reporting (SECR) disclosure in our Annual Report. In 2025, we measured a total of 3,530 tCO₂e of emissions from operations.



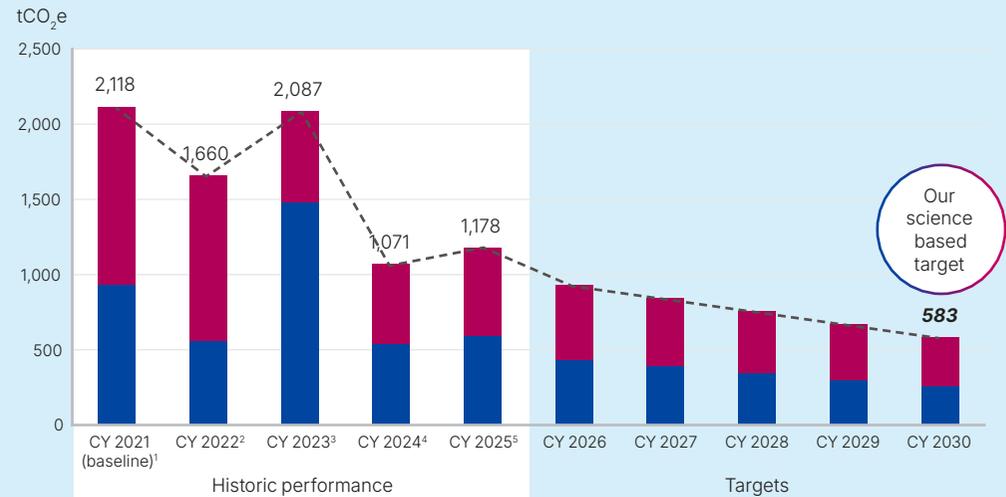
Key targets

We have set three targets to reduce our Scope 1 and 2 emissions:

1. Our science-based target of 70% reduction by 2030¹.
2. Our sustainability-linked loan targets, which include annual targets for 2024–2026.
3. See our Annual Report for our share vesting target.

1 Admiral also has a target to halve all emissions from operations, supply chain, and investments by 2030. Our science-based target of 70% reduction of Scope 1 and 2 is more ambitious than our 'half by 2030' target. Our science-based target therefore supersedes the 'half' target for Scope 1 and 2.

Target 1: Admiral Group combined Scope 1 and 2 GHG emissions



● Scope 1 ● Scope 2 (market-based) --- Combined Scope 1 & 2

- 1 Verified in accordance with ISO 14064-3 by Accenture and restated in 2022.
- 2 Verified in accordance with ISO 14064-3 by Accenture.
- 3 Verified in accordance with ISO 14064-3 by Accenture.
- 4 Limited assurance in accordance with ISAE 3000 (revised) and ISAE 3410 provided by Deloitte.
- 5 Limited assurance in accordance with ISAE 3000 (revised) and ISAE 3410 provided by Grant Thornton.

Note: Totals include rounding.

Progress on Scope 1 and 2 GHG emissions

During 2025, we made progress on decarbonisation of Scope 1 and 2 in line with our targets. Unfortunately, we faced a significant fugitive gas leak in December 2025 which added 510 tCO₂e to our footprint and overshadowed our other progress. Because of this, our total Scope 1 and 2 footprint was 1,178 tCO₂e² and we did not meet our interim 2025 targets.

Without this leak, we would have reduced our carbon footprint by 68% in 2025, compared to our 2021 baseline. This would have met our target of 1,017 tCO₂e. We continue to explore more ways to prevent leaks in the future. In 2025, our energy consumption was 9,490,794 kWh².

2 This data point has been assured by Grant Thornton.

5.5 OUR OWN OPERATIONS

CONTINUED

Using energy from renewable sources

Our UK offices continue to operate on 100% renewable energy.

In our Net Zero Transition Plan, we committed to achieving 100% renewable energy in Europe by 2025. While our Rome and Madrid operations are now on renewable energy, converting our offices in Paris, Lille, Gibraltar and Seville is still in-progress. We will continue to work towards using renewable energy at these offices in 2026.

We have achieved our 2026 goal of 50% renewable energy use in Delhi early, in late 2024. We are now looking at increasing to 70% renewable energy use in Delhi by 2027.

In Canada, we continue to monitor options for renewable energy procurement.

Improving efficiency

To improve the efficiency of our buildings, we have medium-term (5 to 10 years) targets around mechanical and electrical (M&E) improvements, enabled by our new Building Management System installed in May 2024 and M&E consultants appointed during 2025. Improvements include electric water heating in our Cardiff headquarters since December 2024 and LED lighting since April 2025.

Improving measurement

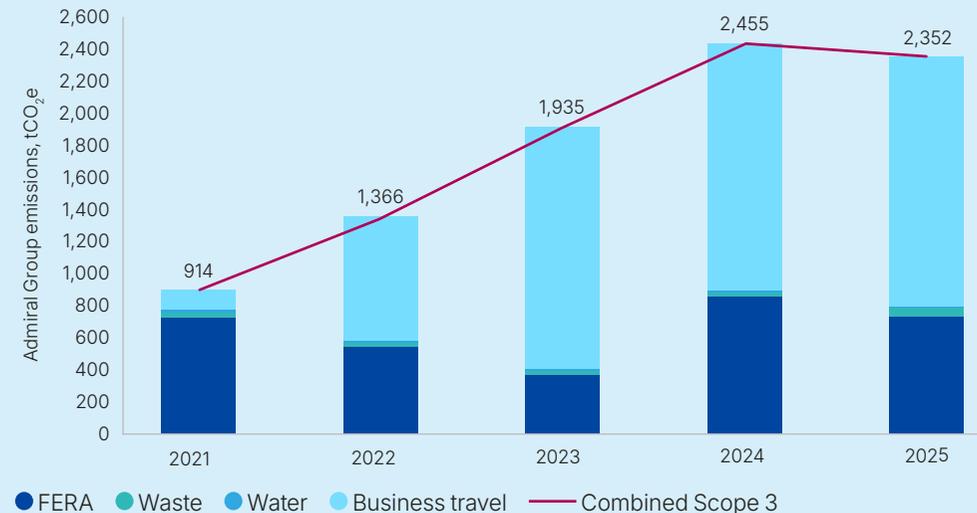
During 2025 we undertook a comprehensive project to improve emissions measurement for business travel and employee commuting. We've created a more complete dataset on employee travel that accounts for car-sharing, created systems for collecting commuting data, and ran a commuting survey. We are working to baseline these emissions during 2026.

Admiral Group plc Sustainability Report 2025

We're also improving measurement of energy usage in our Canadian operation, where we are working with landlords to set up metered data rather than proportionate charge.

Admiral's Scope 3 operational emissions are included in our target to halve emissions from a 2021 baseline, and reduce them to net zero by 2040.

Target 2: Scope 3 operational emissions



Our emissions from business travel have steadily increased since 2021 due to workforce changes from the increase in remote working. Alongside improving measurement of business travel emissions, we continue to explore ways to reduce these emissions in the future.

During the second half of each year, we undertake an exercise to fully verify the previous years' emissions data, replacing the three months of estimates used in our annual SECR disclosure.

During 2025, we saw our fully verified emissions from fuel and energy related activities ('FERA') more than double compared to 2024 due to an expanded scope of what was measured.

We continue to work with all our sites to improve the quality of data collection and reporting. This helps us better understand what drives our GHG emissions and operate in a more strategic and efficient way.



For more information on our operational emissions see:



2025 Streamlined Energy and Carbon Reporting (SECR) disclosure in our Annual Report



5.6 ADVOCACY AND ENGAGEMENT

Working with others to create a better world

To create a world in which net zero is possible, we must look beyond just our own business and actively engage with government, the public sector, customers, communities, civil society and our own employees. Expanding Admiral's engagement and advocacy on sustainability was a key commitment in our Net Zero Transition Plan, and an increasing commitment across all areas of sustainability.

Event hosting

We generated discussion and activity around sustainability through events we organised, including a Wales Week London panel on sustainability, a Dragon's Den-style competition for Wales Sports Association's Sustainability in Sport fund, a sustainability insight day for university students in South Wales, a roundtable with our key motor damage suppliers, and the Admiral Launchpad delivered in partnership with the Welsh Innovation Centre for Enterprise, which empowers founders through an entrepreneurship programme.

Public speaking

Sustainability representatives from Admiral spoke and chaired at conferences and venues including EarthFest 2025, the Insurance Innovators' Summit, the Social Value Conference, the Conduit, the Corporate Charity Partnerships Conference, and the WSA Sustainability in Sport Conference. Topics covered included Wales' Well-being of Future Generations Act, building fire and flood resilience in communities, creating risk solutions for the energy transition, and the future of corporate charity partnerships.

Thought leadership

In 2025 we joined the Climate Financial Risk Forum, a joint industry-regulator body established in 2019 by the UK's Financial Conduct Authority (FCA) and Prudential Regulation Authority (PRA). As part of this, we contributed to a paper on 'Developing an approach to nature risk in Financial Services', published in October 2025. In addition, as a signatory to PCAF, we joined an exploratory working group on carbon accounting for insurance claims. We contributed to a white paper for this group, due to be published in 2026.

See also

- [Admiral Launchpad](#) **p12**
- [Supporting communities](#) **p17**



5.6 ADVOCACY AND ENGAGEMENT

CONTINUED

Industry associations and cross-sector collaboration

We participate in sustainability-related working groups for the Association of British Insurers, Spanish Association of Insurers (UNESPA) and Better Insurance Network. Alongside our industry engagement, we also play an active role in broader cross-sector groups like CBI Wales Net Zero Working Group and the FloodAction Coalition.



Wales Week London: a conversation about tomorrow, today

Wales Week London is the UK's largest annual showcase of Welsh ideas, culture and business in the capital, running around St David's Day with a packed, multi-sector programme that helps organisations build new audiences and partnerships.

In February 2025, Admiral partnered with PwC to host a panel at Wales Week London on Wales' transition to a greener economy. The event brought together voices from business, policy and civil society to explore how collaboration can accelerate real-world progress.

The conversation drew on Wales' Well-being of Future Generations Act: a world-leading law

that asks public bodies to think long term, prevent problems and join up decisions across seven well-being goals, including a Resilient and Globally Responsible Wales. It's a framework that supports climate resilience and the journey to net zero. A distinctive feature of the Act is the Future Generations Commissioner, an independent role that challenges and supports organisations to act in the interests of people not yet born.

For Admiral, engaging publicly like this is intentional. Our Net Zero Transition Plan commits us to deepen advocacy and collaboration, so progress is not limited to our own footprint but extends to the wider system we're part of. Hosting and convening helps connect policy, industry insight and community priorities. This can help shape solutions that work in real life and keeping people at the heart of progress.

6.0

Protecting people in a digital world

In a digital world, trust is everything. How we use data, design technology and protect people online reflects who we are. It's about creating digital experiences that feel safe, fair and human - and making sure progress always puts people first.

Our commitments

- Design digital experiences that are safe, fair and human-centred, with privacy, security and accessibility built in from the start.
- Invest in digital and data skills, supporting continuous learning and building a highly capable, future-ready workforce.

Our progress

- Launched the Wales Privacy Network, connecting over 100 data protection and privacy professionals to drive progress through collaboration across sectors.
- Expanded our Data & AI Academy and supported professional qualifications across cyber, data and privacy.

At a glance

Data academy members

948

(2024: 888)

Data academy training hours

16,963

(2024: 12,538)



[Read more about UN SDGs on p54](#)



6.1 BUILDING SAFE, SECURE AND TRUSTED DIGITAL EXPERIENCES

Every time a customer makes a claim, updates a policy or speaks with us, they trust us to handle their information with care – a responsibility we take seriously. In 2025, we focused on driving progress that is responsible, secure and fair.

Data protection is not treated as a separate control; it shapes how we design services, support customers and manage risk as technology evolves. By combining clear oversight with practical safeguards and shared responsibility, we aim to create digital experiences that are efficient, safe, inclusive and designed with care.

Across the Group, our privacy, information security and artificial intelligence (AI) programmes set clear expectations for how data and technology should be used. Together, they protect people's rights and ensure that care is taken at every stage – from early design decisions through to customer support and the handling of data rights requests.

“Handling data responsibly is essential to a sustainable business. Trust is built through the everyday decisions we take to protect our information.”

Terry Evetts
UK Data Protection Officer
and Head of Digital Risk

Building digital trust

Our approach aligns with the Information Security Forum (ISF) Standard of Good Practice, which draws on industry standards including ISO/IEC 27001 and ISO/IEC 27002 and the National Institute of Standards and Technology Cybersecurity Framework. It also meets relevant regulatory requirements such as the UK and EU General Data Protection Regulation, providing a consistent foundation across Admiral while allowing flexibility to respond to evolving risks.

This framework is supported by our Group-wide Information Security Management System (ISMS). The ISMS brings together how we identify and manage digital risk – including regular assessments, clear governance and accountability, defined objectives and targets, mandatory annual cyber security and data protection training for all full-time, part-time and temporary colleagues, layered defences, and well-tested incident response plans.

Oversight of digital risk sits with the Board and Group Risk Committee, supported by our UK Data Protection Officer and Group Head of Digital Risk, Head of Group Responsible AI and Data, and Information Security team. Cyber risks are embedded within our Enterprise Risk Management Framework, ensuring they are considered alongside other key business risks. Board level committees receive regular updates, and key indicators such as phishing resilience and patching times are monitored by the Group Risk Committee. Regular internal reviews and independent audits help ensure controls remain effective.

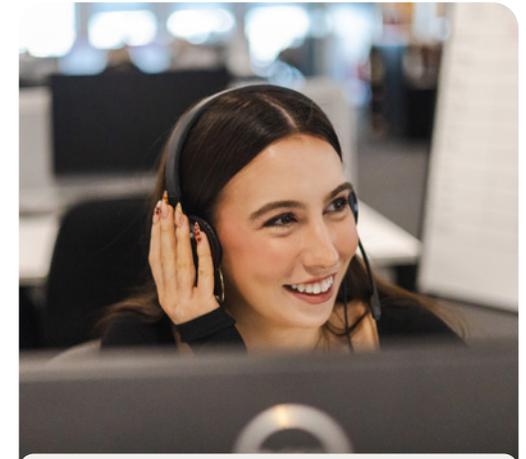
Using AI responsibly

AI is becoming part of everyday work, and we use it carefully and with clear intent. AI supports our wider business strategy by helping improve the experience we provide for customers and colleagues. People remain firmly in control, and AI tools are introduced with guidance, training and oversight so they meet ethical, regulatory and customer expectations.

In 2025, we applied AI in targeted areas of our motor claims operations to help colleagues support customers more quickly and consistently. In the UK, AI now summarises customer calls for more than 440 customer-facing colleagues, allowing them to spend more time listening, progress claims faster and keep clearer records for customers.

We have also introduced GenAI to strengthen quality assurance. We can now review far more customer calls than before, helping us maintain consistently high service standards and identify improvements that directly support better customer outcomes.

Across the Group, all AI tools undergo strong governance checks to ensure they are safe, ethical, transparent and aligned with customer expectations. We continue to assess where AI can add genuine value, while sharing our learning in wider industry discussions on responsible, human-centred innovation. In 2025, this included contributing to sessions at Reuters Momentum AI London, the Association of British Insurers Annual Conference and events hosted by the International Association of Privacy Professionals (IAPP).



At Admiral Seguros in Spain, AI is helping process external forms, speeding up some tasks by up to 80%. This frees colleagues to focus more on customer updates and resolving queries, with all outputs checked by humans to ensure accuracy and trust.

Our approach is simple: use AI thoughtfully so it helps people, improves service and protects privacy, security and trust.

6.1 BUILDING SAFE, SECURE AND TRUSTED DIGITAL EXPERIENCES

CONTINUED

Monitoring the environmental impact of AI

We know many are increasingly concerned about the environmental impact of AI. AI systems rely on large data centres, which use electricity to power models and water to keep equipment cool. In 2025, we introduced regular reporting to track the greenhouse gas emissions linked to our use of AI, including both our machine-learning models and our Generative AI tools, as well as to our use of cloud platforms. While we are still refining this data, our early findings show that AI-related emissions currently make up around a tenth of a percent of our overall carbon footprint. Even though this impact is small today, we recognise the importance of monitoring it as our use of AI grows.

We are committed to improving the accuracy of our measurements and reducing avoidable emissions wherever we can. This includes tracking the environmental impact of AI at an application level, and working with our technology partners to understand and minimise both energy use and water consumption in data centres. These providers are highly engaged on this topic and continue to invest in more efficient and lower-impact infrastructure. As the technology evolves, so will our approach. Responsible AI for Admiral means using these tools in ways that support our colleagues and customers while keeping their environmental footprint as low as possible.

6.2 BUILDING WITH AN INDUSTRY-LEADING DIGITAL AND DATA TEAM

Strong digital security starts with people

Through our award-winning Data & AI Academy, colleagues can build specialist skills and gain industry-recognised qualifications such as Certified Information Systems Security Professional, Certified Information Security Manager and IAPP certifications. We also fund postgraduate study in cyber security, supporting colleagues who want to deepen their expertise.

Learning beyond the classroom

In the UK, our 20% Projects programme gives colleagues protected time to work on real data and AI challenges outside their day-to-day roles. Small teams from across our 900-strong data community come together to test ideas, build practical solutions and strengthen connections across the business.

In 2025, teams completed a number of projects, including improving the Veygo chatbot to offer more personalised support for existing

customers, and partnering with homelessness charity Llamau to strengthen its HR, data and people analytics capability.

Strengthening foundations in data governance

We continued to build strong governance across the Group. Our 2025 Privacy Week brought colleagues, regulators and industry experts together for panel discussions, daily learning and the launch of our updated Data Protection & Privacy SharePoint hub. The week helped embed privacy by design and connected the wider privacy community through Wales' first Privacy Network event. The initiative earned a Highly Commended award for Best Privacy Initiative at the British Data Awards.

We also co-founded the Wales Data Protection Network with the IAPP, creating a space for privacy professionals across sectors to collaborate and strengthen capability across Wales and beyond. In 2025, the Network delivered four events, including a Women in Privacy Leadership seminar and a deep dive on AI governance.

Recognition for our responsible approach

External recognition isn't why we set high standards – but it is rewarding to see our efforts acknowledged. In 2025, Admiral received several awards that highlight our focus on responsible innovation, privacy and strong governance:

PICASSO Awards – Sustainability and Privacy Initiative of the Year, recognising our work to advance environmental, social and governance (ESG) data standards and lead conversations on the link between sustainability and privacy.

Highly Commended – Best Responsible AI Programme (DataIQ Awards) for our governance framework and onboarding process that ensures AI is adopted safely, transparently and with clear oversight.

Highly Commended – Privacy Initiative of the Year (British Data Awards) for launching the Wales Data Protection Network to strengthen collaboration and capability across the privacy community.

Our Chief Executive Officer of Veygo Rachel Purchase, and our Group Chief Data Officer, Paola Cagliani, were both named among DataIQ's 100 most influential people in Data & AI in Europe, selected from over 2,000 candidates.

This recognition reflects the strength of our leadership and our commitment to using data and advanced analytics responsibly to improve customer experience and operational resilience.



Supporting the next generation of privacy professionals

Admiral supports the next generation of privacy specialists through the IAPP Young Privacy Professional (YPP) programme. Based in Wales – home to our Group headquarters – Lauren, an early-career privacy specialist at Admiral, plays an active role in organising and promoting learning and networking opportunities for the wider privacy community.

The programme helps early-career professionals build skills and connect with experienced privacy experts across Wales and globally. Lauren's involvement strengthens capability within Admiral while contributing to a proactive, well-connected external network.

To support her development, Admiral funded Lauren's Certified Information Privacy Professional – Europe (CIPP/E) qualification. Together, this qualification and her YPP role help her bring deeper insight, stronger connections and clearer guidance back into Admiral.

6.3 COMMUNITY AND INCLUSION

Building digital confidence

Technology should open doors for everyone. In 2025, we continued investing in partnerships that broaden access to digital skills and create opportunities for underrepresented groups. We worked with Code First Girls to support women starting their technology careers and the King's Trust to build digital pathways for young people, and we strengthened our long-standing partnership with Cyber College Cymru, a Wales-wide programme providing industry-led cyber security training for 16 to 19-year-olds across further education colleges.

Developing real-world cyber skills

Cyber College Cymru has become a core part of our digital inclusion work. As a founding partner, we help shape the curriculum, deliver workshops and provide hands-on mentoring. At Bridgend College alone, the programme delivers around 40 technical workshops supported by volunteering from Admiral colleagues. Students gain access to real-world learning experiences – from cyber-attack simulations to ethical-hacking challenges and industry mentoring. Female intake to the programme has increased steadily to 25% of all students. Over 150 students graduate from the programme each year progressing to careers and higher education in STEM.

Inspiring girls and young women

We continued our support for the Empower: Girls in Cyber event at Swansea University, helping young women visualise a future in the cyber sector and build confidence to pursue it. This work is set to grow further in 2026, with our Empower series supporting more than 400 Year 10 girls across Wales.



Engaging future talent across Wales

Our collaboration with CyberFirst Wales also expanded. At the CyberFirst Pathways Event at the University of South Wales' Newport campus, our team delivered hands-on activities that introduced real cyber career pathways.

"A unique experience...giving students skills they would never achieve in a mainstream educational setting."

Partners of Cyber College Cymru

What we've achieved in 2025

400+

Year 10 girls supported across Wales

40

technical workshops at Bridgend College

150+

Cyber College Cymru graduates

6.3 COMMUNITY AND INCLUSION

CONTINUED

Championing representation in cyber

Our partnership with Technocamps continued to grow, with members of our Cyber team delivering keynote talks at Cardiff Metropolitan University and International Women's Day events in Swansea. These sessions increase visibility, strengthen representation and show young people what a career in cyber can look like.

Across all of these programmes, our aim is clear: to build digital confidence, widen access to future-focused careers and strengthen the next generation of cyber and data talent in all the communities we serve.

Our progress is built on strong governance, skilled people and trusted partnerships. As technology continues to evolve, we will keep privacy, security and safety front of mind – regularly reviewing emerging risks, strengthening controls and investing in skills to help protect people in a digital world.



Women in Tech

The Women in Tech community plays a vital role in empowering colleagues across the organisation to connect, grow, and thrive in technology careers. By creating a space where women can share experiences, access mentoring, and build confidence in technical and leadership skills, the community helps strengthen our talent pipeline and supports a more diverse and innovative workforce. Its events and networks enable members to learn from one another, celebrate achievements, and gain visibility across the wider tech landscape – helping to inspire the next generation of leaders.

In 2025, the community was proud to see eight colleagues shortlisted for the Women in Tech Excellence Awards. One of those shortlisted was Clare Shilling, Head of Technology Risk & Assurance, who said:

“The community enables people at all stages of their career to come together and learn from and support each other. Every journey is different, but you’re sure to meet someone whose experience resonates with you.”



7.0

Governance

Driving responsible progress

Strong governance underpins responsible decisions and ensures sustainability across our business.

Our commitments

- Embed sustainability into decisions, policies and governance across all entities.
- Maintain transparent, ethical practices aligned with regulatory and stakeholder expectations.
- Strengthen risk management to address climate, social and governance challenges.

Our progress

- Launched Group Sustainability Policy to formalise governance and accountability.
- Improved ESG controls with updated policies, training and assurance processes.
- Enhanced climate risk oversight through strengthened reporting and scenario analysis.

At a glance

Group Net Promoter Score® (NPS)

>50*

(2024: >45)

Note: Data point marked with (*) has been assured by Grant Thornton.

Admiral Group plc Sustainability Report 2025



[Read more about UN SDGs on p54](#)

7.1 OUR APPROACH TO GOVERNANCE

At Admiral, being a responsible business means doing the right thing for our customers, colleagues, communities and shareholders, while minimising our environmental impact and respecting human rights. We focus on practical steps that make a meaningful difference, from reducing emissions and managing waste to promoting diversity, inclusion and fair treatment across the business.

This year, we strengthened our approach with the launch of our Group Sustainability Policy. The policy sets out clear expectations for how sustainability informs strategy, product and merger and acquisition decisions, risk management and external communications. It includes requirements for periodic double materiality reviews, stronger climate risk processes, accurate and evidence-based claims to avoid greenwashing, compliance with environmental, social and governance (ESG) requirements and well-supported, responsibly managed volunteering. These commitments embed sustainability into everyday governance across the Group and give all entities a consistent foundation for monitoring progress and driving continuous improvement.

Strong governance for sustainability

Strong governance helps turn commitments into real progress. It provides the structure, oversight and accountability needed to ensure sustainability is delivered consistently across the business.

The Board is the principal governing body for sustainability and climate-related matters. It approves the Group's sustainability approach and ESG ambitions, which are material to Admiral. Directors bring diverse experience across key sustainability areas, providing robust oversight of ESG issues.

The Group Board continued to embed sustainability into core business strategy in 2025, supported by two Board Committees:

- **Group Risk Committee (GRC)** – Oversees climate-related and broader ESG risks within the Group's risk management framework. The GRC receives a sustainability risk dashboard, and an update on sustainability issues at regular meetings.
- **Group Audit Committee (GAC)** – Receives updates on sustainability disclosures and approves the auditor's limited assurance over key sustainability metrics.

Sustainability matters are also discussed at subsidiary boards. For example, a quarterly sustainability update is provided to the Admiral Europe Compañía de Seguros S.A.U (AECS) Board.

Clear accountability

Our Group Chief Executive Officer (GCEO) holds overall accountability for sustainability across the business. Day-to-day responsibility is delegated to our Group Chief Risk and Compliance Officer (GCRCO), who acts as the executive sponsor for sustainability and DE&I. Reporting to the GCRCO, our Group Chief Sustainability Officer (GCSO) leads the delivery of our sustainability strategy and provides monthly updates on sustainability matters to the GCEO.

Our governance framework

We have a governance framework designed to embed sustainability across the business. Our Sustainability Steering Committee meets quarterly and includes the GCEO, GCRCO, GCSO, GCFO, Group Chief People Officer, and AECS CEO.

It is supported by five working groups with experts from the UK and international teams, focusing on:

- Positioning and communications
- Risk, compliance and reporting
- Customer and product
- People, learning and development
- Operations, investments and procurement



Our Group Chief Financial Officer (GCFO) oversees responsible investment and climate-related considerations, ensuring these are embedded into financial decision-making.

Supporting this governance structure, our Sustainability Steering Committee brings together senior leaders from across the business to guide progress, ensure alignment, and oversee the delivery of our strategic priorities.

7.2 RESPONSIBLE PRACTICES THAT BUILD CONFIDENCE

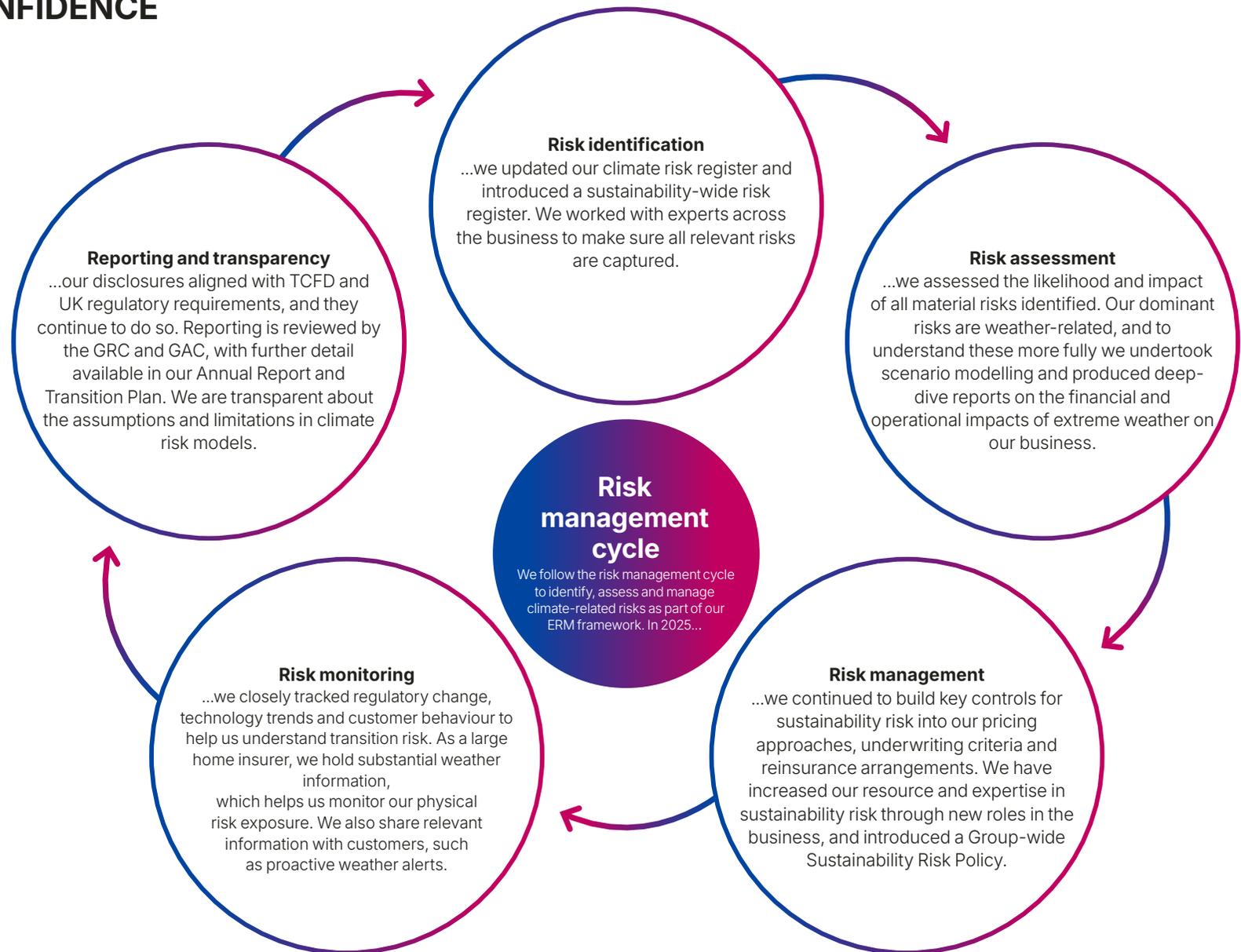
Managing sustainability risks

Sustainability risks include ESG factors that could affect our business, reputation or stakeholders, such as climate change, social issues, regulatory change and risks like greenwashing. We manage these through our Enterprise Risk Management (ERM) framework, with oversight from the Board, GRC and SSC.

Our sustainability risk register, reviewed annually, assesses materiality and engages stakeholders to ensure our priorities reflect both financial and societal expectations. Risks are owned by business areas, monitored through key risk indicators and escalated when thresholds are breached.

We mitigate risks through a variety of mechanisms including pricing and reinsurance strategies, supplier ESG standards, policy updates and compliance with FCA climate-related disclosure rules. Climate risk is integrated into our Own Risk and Solvency Assessment (ORSA) through scenario analysis, stress testing and ESG-linked KPIs. More detail is available in our TCFD reporting in the Annual Report.

To minimise greenwashing risk, we use formal review processes, mandatory sustainability training and targeted learning for Communications and Marketing teams. External assurance, governance reviews and benchmarking against ESG ratings and industry standards support continuous improvement.



7.2 RESPONSIBLE PRACTICES THAT BUILD CONFIDENCE

CONTINUED

Responsible products and services

We design our products and services to deliver fairness, value and good outcomes across the customer journey. Strong oversight, including expectations on fair pricing, Product Oversight and Governance (POG) and Fair Value Assessments, helps ensure products remain appropriate and meet evolving customer needs. Accessibility and support for vulnerable customers are embedded across our products and services. Customer satisfaction remains a core measure of performance and is linked to remuneration, reflected in a Group NPS of >50 in 2025¹.

Responsible marketing

Clear, fair marketing and advertising help our customers make informed choices. Our Responsible Marketing Framework guides our approach so that it is honest, accurate and aligned with regulations and best practice. We show costs and conditions upfront – premiums, fees, charges and exclusions – without relying on small print. We explain product risks, potential negative outcomes and reasons for declined applications. Accessibility is built in through plain language, screen-reader compatibility, multilingual support and features for neurodiverse users.

Our customer-facing teams are trained on ethical communication, Consumer Duty and supporting vulnerable customers. We also share proactive updates, such as Storm Hub alerts during severe weather. Campaign governance is supported by structured sign-off, audits and our Financial Promotions Playbook. Our approach was reflected in 2025 campaigns such as Words to Live By, which sparked conversations about road



In Gibraltar, we met with the Finance Minister to discuss attracting talent into the financial services sector.

safety among young drivers and their families and won Gold at the CIPR Cymru Awards for Video and Podcasting, and Your Ride Your Rules, which promotes confident and safe driving choices.

Responsible investment

As a major asset owner and investor, we aim to protect long-term value for customers and wider society. Oversight of responsible investment sits with the Board, Group Investment Committee and GCFO, with regular reporting through our sustainability governance processes.

Our approach follows the Institutional Investors Group on Climate Change (IIGCC) Net Zero Investment Framework 2.0 and supports our goal to be net zero by 2040. We use positive screening for climate-aligned assets and monitor the share of holdings contributing to the UN SDGs.

Our Responsible Investment Policy applies ESG considerations across all asset classes and sets out our approach to active ownership through engagement, exclusions and investment processes. As a bond-focused investor, we engage with companies through our asset

managers and expect ESG to be fully integrated, supported by regular reporting on engagement outcomes and annual reviews. We can request exclusions where issuers fail to meet expectations. In 2025, senior leaders met with our largest external manager to discuss sustainability risks and stewardship. Read more about our investment targets and engagement approach in our Net Zero Transition Plan.

Engaging with policymakers

We believe progress happens when businesses, policymakers, and communities work together – openly and with purpose. Admiral does not make political donations or support political parties, and we comply with all relevant laws and industry codes governing political engagement and transparency in the regions where we operate. We engage with policymakers on issues that matter to our customers, colleagues, communities, and business – such as road safety, climate resilience, good employment practice, and responsible finance. We share insights through consultations, industry forums and meetings. All activities follow our governance framework, ethical standards, and are approved by senior management.



Our full reporting suite is at:
www.admiralgroup.co.uk/investor-relations/results-reports-and-presentations



See also

Net Zero Transition Plan

p31

¹ This data point has been assured by Grant Thornton.

7.3 BUSINESS ETHICS AND RESPONSIBILITY IN ACTION

At Admiral, doing the right thing isn't just a policy – it's part of who we are. Acting with integrity protects our customers, strengthens our reputation, and secures our future. Strong business ethics sit at the core of our governance framework, supporting long-term value creation, trust, and effective risk management. Robust contingency planning also plays an important role in our resilience, helping us continue operating effectively even when circumstances change. We believe in transparency, even when the topics are challenging, and we promote a culture where clear rules, strong controls, and ethical behaviour always come first.

Our commitments

Our Code of Conduct, publicly available and reviewed annually, applies to every Admiral full-time, part-time and temporary colleague. It sets clear expectations and is supported by Group policies that apply across all entities and suppliers.

We have zero tolerance for bribery and corruption (including facilitation payments), insider trading, money laundering, tax evasion, breaches of international sanctions, and anti-competitive practices. Political donations and cash gifts are banned, and charitable contributions undergo strict due diligence.

Gifts and hospitality must be proportionate, declared, and recorded, with approval required above policy thresholds. These rules are embedded in our Financial Crime and Anti-Bribery Policy.

Managing conflicts of interest

Conflicts can arise when personal interests clash with business responsibilities. Our rule is simple: always disclose and mitigate where needed.

Conflicts of interest are managed through annual declarations, training, and disclosure requirements for full-time, part-time and temporary colleagues. Each entity maintains a conflict register, reviewed annually and shared with local Boards and the Group Board. Where conflicts cannot be avoided, we manage them transparently informing internal stakeholders and regulators when required under FCA SYSC 10, EIOPA standards, and EU regulations.

Governance and oversight

Ethical leadership is driven from the top. The Group Board provides oversight through the GRC and GAC, supported by entity boards and compliance teams. Day-to-day compliance is managed by Group Compliance.

Training and awareness

Annual mandatory training covers anti-bribery, gifts and hospitality, insider trading, conflicts of interest, money laundering, sanctions, whistleblowing, and conduct risk. It applies to all full-time, part-time and temporary colleagues, with completion rates tracked and reported to governance committees.

Risk management and controls

We conduct regular financial crime risk assessments across all businesses and record them in local risk registers. Supplier due diligence includes sanctions screening against UK, EU, UN, and US lists. Monitoring is built into governance through audits, management information, and Board reporting. Policies are reviewed annually and updated when risks change.

Incident management and transparency

If something goes wrong, we act quickly. Incidents are investigated, corrective actions taken, and serious cases escalated to the GRC and GAC. Internally, breaches are reported through governance channels, and where applicable we disclose issues to regulators.

Whistleblowing and grievance mechanisms

We provide safe, confidential channels for reporting wrongdoing. Our Whistleblowing Policy applies across all Group entities and covers full-time, part-time and temporary employees. Channels allow anonymous reporting and guarantee non-retaliation, and are overseen by the Whistleblowing Champion, our GAC Chair, who provides independent oversight of our whistleblowing procedures.

While the UK Whistleblowing portal is currently internal, our European entities operate both internal and external portals. Formal escalation procedures are in place for grievances, and managers receive additional training tailored to their responsibilities.



Find out more online:



www.admiralgroup.co.uk/sustainability/esg-policies

Why it matters

Ethical conduct isn't just good practice – it's good business. It protects our reputation, builds confidence, and keeps Admiral a company people trust.



7.4 WORKING TOGETHER FOR A FAIR AND SAFE WORKPLACE

Respecting human rights is central to protecting people and communities across our business. Our commitments, set out in our Modern Slavery Statement, are approved by the Board and signed by our GCEO. They follow the UN Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance for Responsible Business Conduct and the ILO Declaration on Fundamental Principles and Rights at Work.

These commitments apply across all UK and international operations and are embedded in how we buy goods and services, onboard suppliers, and renew contracts. We comply with the UK Modern Slavery Act (2015) and regularly review our approach to keep pace with changing laws and expectations.

What this means in practice

We conduct ongoing assessments across our operations and supply chains, supported by cross-functional collaboration. Progress is tracked through audits, training completion, and supplier ratings. We check supplier risks globally using platforms such as Risk Ledger and EcoVadis, monitor media alerts, and we are ready to act quickly if issues arise.

Working with Slave Free Alliance, we are developing a Human Rights and Modern Slavery Toolkit for our teams and suppliers, shaped by feedback from our Motor and Household businesses. All full-time, part-time and temporary colleagues

complete annual modern slavery training, and suppliers receive guidance during onboarding.

We provide confidential channels to raise concerns and implement corrective actions where needed. Effectiveness is reviewed annually, and stakeholder feedback informs improvements. Oversight sits with our Board, supported by our Procurement, Sustainability, and Financial Crime teams.

Building a responsible supply chain

We work with suppliers that share our commitment to fairness, safety, and respect. These principles guide how we select partners and set clear expectations from the start. Our Supplier Code of Conduct prohibits child labour and forced labour in line with ILO Core Conventions, protects freedom of movement, and requires fair wages, safe working conditions, and maximum working hours. These standards apply across all tiers of our supply chain and are reinforced during onboarding, training, and audits.

We follow Admiral's Group Third-Party Management Policy to ensure sourcing is fair, transparent, and ethical. Contracts include clauses on compliance, confidentiality, audit rights, and termination for breaches. Suppliers must protect data and information, apply these standards to subcontractors, and hold certifications such as ISO/IEC 27001 where relevant. We verify compliance through onboarding checks, due diligence questionnaires, and ongoing monitoring.

Suppliers must also comply with laws on modern slavery, anti-bribery, and anti-corruption. Our

framework applies across all subsidiaries and suppliers, enforced through contract clauses, sanctions and anti-money laundering screening, and monitoring via EcoVadis, Risk Ledger and Credit Safe. We provide anti-corruption training for our colleagues and engage suppliers through training and roundtables. Non-compliance triggers corrective action plans, renewed audits, and escalation.

We adopt a risk-based approach to supplier management where we classify and segment suppliers so we can focus our efforts where the risks are the highest, assessing social and environmental risks by geography, sector, and performance. High-risk suppliers undergo audits, followed by review and follow-up actions. We track improvements over time and monitor continuously through media alerts and risk ratings.

Environmental responsibility is central to our procurement. We use EcoVadis scorecards to evaluate suppliers' environmental practices and encourage carbon action plans aligned with our net zero strategy and SBTi targets. In 2025, we worked closely with our top 200 corporate suppliers to encourage SBTi sign-up, reaching 30.6%¹ by year-end. Environmental performance influences procurement decisions, and we partner with suppliers to improve through training and shared best practices.

Looking ahead, we'll continue working to make our supply chain more transparent and sustainable – sharing progress openly and supporting suppliers to strengthen their environmental and social practices.

¹ This data point has been assured by Grant Thornton.



Our latest Modern Slavery Statement is at:
www.admiralgroup.co.uk/static-files/3108c0e2-d4a9-4261-ac0d-aa5cd8930668



We're proud to have achieved Tier 2 in the CCLA Modern Slavery Benchmark, reflecting strong commitments, active checks, and Board-level oversight.

8.0

External benchmarks and disclosures

Our UN SDG and SASB alignment

We map our sustainability disclosures to the SASB standards and the UN SDGs to provide clear, consistent alignment with recognised global frameworks. This helps us see how our initiatives connect to global sustainability priorities, and where we can continue strengthening our approach.



8.1 UN SUSTAINABLE DEVELOPMENT GOALS



Target 3.4: Promote mental health and wellbeing

Activities and outcomes

- Achieved our target of a ratio of 1:125 Mental Health First Aiders in our UK operations, helping colleagues access earlier support and reducing escalation of wellbeing issues.
- Expanded peer-led wellbeing support, increasing psychological safety across teams.
- Provided counselling and resilience tools, improving colleague ability to manage stress and sustain healthy performance.



Target 4.4: Technical and vocational skills for employment

Activities and outcomes

- Supported over 800 young people via the King's Trust Digital Skills Pathway over three years, helping them achieve positive outcomes that improved employability.
- Delivered vocational and digital training through Generation, enabling participants to secure jobs in high-demand sectors.
- Expanded Green Earth Schools from two sites in 2024 to ten, boosting environmental literacy among children.



Target 5.5: Women's participation and leadership

Activities and outcomes

- Strengthened Women in Tech leadership pathways, increasing representation of women in technology careers.
- Achieved recognition as a UK Best Workplace for Women, demonstrating progress in gender equity and inclusive workplace culture.
- Embedded inclusive hiring practices that improved access to opportunities for underrepresented groups.



Targets 8.3, 8.6 and 8.10: Productive activity, youth employment and financial inclusion

Activities and outcomes

- Invested £4.4 million into communities, delivering measurable social value in the UK and internationally.
- Delivered 45,000+ volunteering hours across our UK and European entities, supporting local organisations and improving community resilience.
- Provided skills development programmes that helped people enter or re-enter employment, reducing barriers to economic participation.



Target 9.4: Sustainable industry and infrastructure

Activities and outcomes

- Launched an Admiral-branded garage with The Vella Group which can be used as a test bed for sustainable repair trials.
- Strengthened EV repair capability, improving customer access to timely and sustainable repair solutions.
- Supported product innovation in our Household Insurance team to provide sustainable solutions to customers.



Target 10.2: Social and economic inclusion

Activities and outcomes

- Provided workplace adjustments and accessible tools, enabling colleagues with diverse needs to thrive.
- Strengthened inclusive recruitment, improving representation and reducing systemic barriers.
- Increased the percentage of women in senior management roles to 36%.



Targets 11.5 and 11.2: Disaster resilience and sustainable transport

Activities and outcomes

- Delivered our first Build Back Better claims, installing resilience measures to help protect against future flood damage.
- Co-sponsored FloodMobile, enabling communities to understand and install practical flood-resilience solutions.
- Supported 750,000 customers to choose electric and hybrid vehicles via insurance or loans.



Targets 12.5 and 12.6: Reduce water waste and sustainable business practices

Activities and outcomes

- Explored circular repair options that cut emissions and reduced waste compared to traditional replacement approaches.
- Embedded sustainability criteria in all new supplier tenders in UK Motor and Household claims, improving supplier accountability and reducing lifecycle emissions.



Targets 13.3 and 12.6: Climate awareness, resilience and adaptation

Activities and outcomes

- Became a PCAF signatory, helping to support the creation of new carbon accounting methodologies for insurance-associated and claims emissions.
- Engaged 8,500 colleagues in Green Week, increasing climate literacy and participation in net zero actions.
- Invested £1 million in multi-year partnership with the National Trust on projects that reduce flood risk and restore natural habitats.

8.2 SASB DISCLOSURE

Section	Question code	Question	2025 Sustainability Report disclosure	Referenced elsewhere vs new disclosure
Transparent Information and Fair Advice for Customers	FN-IN-270a.1	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product-related information to new and returning customers	There were no legal proceedings associated with marketing and communication of insurance product-related information to new and returning customers that resulted in material monetary losses during the year.	New disclosure
	FN-IN-270a.2	Complaints-to-claims ratio	We do not currently disclose the ratio of complaints per 1,000 claims. In accordance with UK regulatory requirements, within our UK Motor operations, the Group's largest and most material business, Admiral monitors the number of claim-related complaints per 1,000 policies in force. Using RMAR data, there were 2.92 claim-related complaints per 1,000 policies in force in H1 2025, compared with 3.05 per 1,000 policies in force in H1 2024.	New disclosure
	FN-IN-270a.3	Customer retention rate	This is commercially sensitive data that is not disclosed here; however, in our Annual Report we provide details on customer numbers on page 31, and feedback (NPS) and outcomes (CRMI) on remuneration on page 161.	Referenced elsewhere
	FN-IN-270a.4	Description of approach to informing customers about products	<ul style="list-style-type: none"> A summary of the Group's core business areas and products can be found in the 'Company overview' section of our Annual Report. The Company has a product oversight and governance policy in place detailing the communication approach to consider with customers when developing new products. An overview of our approach to informing customers about our products is detailed in this Sustainability Report. Across all operations, Admiral communicates with current and prospective customers either directly through a range of different channels, including telephone, product websites, the Admiral app, emails, and social media, or through approved broker channels. Below are the webpages for each of our insurance business operations: <ul style="list-style-type: none"> Admiral – UK Conte – Italy Admiral Seguros – Spain L'olivier – France 	Referenced elsewhere
Incorporation of Environmental, Social and Governance Factors in Investment Management	FN-IN-410a.2	Description of approach to incorporation of environmental, social and governance (ESG) factors in investment management processes and strategies	The Group's approach to incorporating ESG factors in investment management processes and strategies can be found in Admiral's 2025 TCFD Report in the section 'Strategy' covering the environmental element disclosed in the Annual Report. Further detail is discussed in this Sustainability Report.	Referenced elsewhere

8.2 SASB DISCLOSURE

CONTINUED

Section	Question code	Question	2025 Sustainability Report disclosure	Referenced elsewhere vs new disclosure
Policies Designed to Incentivise Responsible Behaviour	FN-IN-410b.1	Net premiums written related to energy efficiency and low-carbon technology	We do not disclose a separate identification of premiums related to energy efficiency and low-carbon technology.	Referenced elsewhere
	FN-IN-410b.2	Discussion of products or product features that incentivise health, safety or environmentally responsible actions or behaviours	An overview of the Group's products and/or product features that incentivise health, safety, and/or environmentally responsible actions and/or behaviours can be found in this Sustainability Report and in the Group's 2025 TCFD Report on page 83 of the Annual Report.	Referenced elsewhere
Financed Emissions	FN-IN-410c.1	Absolute gross financed emissions disaggregated by (1) Scope 1, (2) Scope 2, and (3) Scope 3	Financed emissions are disclosed in this Sustainability Report.	Referenced elsewhere
	FN-IN-410c.2	Gross exposure for each industry by asset class	Please refer to note in the 'Notes to the Financial Statements' section of our Annual Report for an overview of total invested assets by industry and asset class.	Referenced elsewhere
	FN-IN-410c.3	Percentage of gross exposure included in the financed emissions calculation	Details of coverage of our financed emissions calculations can be found in this Sustainability Report.	Referenced elsewhere
	FN-IN-410c.4	Description of the methodology used to calculate financed emissions	Please refer to details in our Transition Plan which can be found at www.admiralgroup.co.uk/sustainability/environment .	Referenced elsewhere
Physical Risk Exposure	FN-IN-450a.1	Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes	Please refer to the Group's 2025 TCFD report (page 83) for details on our scenario modelling.	New disclosure
	FN-IN-450a.2	Total amount of monetary losses attributable to insurance payouts from (1) modelled natural catastrophes and (2) non-modelled natural catastrophes, by type of event and geographic segment (net and gross of reinsurance)	Due to commercial sensitivity, this information is not disclosed. Admiral manages these exposures through its established pricing, modelling, and risk oversight frameworks.	Referenced elsewhere
	FN-IN-450a.3	Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of firm-level risks and capital adequacy	Please refer to the Group's 2025 TCFD Report for details on our approach to incorporating environmental risks into (1) the underwriting process for individual contracts and (2) the management of firm-level risks and capital adequacy.	Referenced elsewhere

8.2 SASB DISCLOSURE

CONTINUED

Section	Question code	Question	2025 Sustainability Report disclosure	Referenced elsewhere vs new disclosure
Systemic Risk Management	FN-IN-550a.1	Exposure to derivative instruments by category: (1) total potential exposure to non-centrally cleared derivatives, (2) total fair value of acceptable collateral posted with the Central Clearinghouse, and (3) total potential exposure to centrally cleared derivatives	Please refer to the notes to the financial statements starting on page 87 of our Annual Report.	Referenced elsewhere
	FN-IN-550a.2	Total fair value of securities lending collateral assets	Not applicable.	Referenced elsewhere
	FN-IN-550a.3	Description of approach to managing capital – and liquidity-related risks associated with systemic non-insurance activities	Not applicable.	Referenced elsewhere
Activity Metrics	FN-IN-000.A	Number of policies in force, by segment: (1) property and casualty, (2) life, (3) assumed reinsurance	Please refer to our Annual Report for details on the Group's customer figures.	Referenced elsewhere

9.0

Our 2025 sustainability assurance

Independent limited assurance over key sustainability metrics

We obtain independent limited assurance over a selection of sustainability metrics to add external verification to our reporting. This sits alongside the internal controls, governance and review processes that apply to all data in this report.



9.1 BASIS OF REPORTING

Introduction

The following section outlines the scope, methodologies and assumptions used by Admiral in preparing selected metrics included within our Sustainability Report.

Mergers, acquisitions and disposals

Admiral aims to incorporate newly acquired businesses and their operations into our reporting metrics as soon as practically possible, preferably by the first full financial year following acquisition. Admiral will evaluate the target company's profile to understand its alignment with our processes. During integration, reporting methodologies will be standardised to enable consistent data collection and consolidation at the Group level.

Admiral will incorporate newly acquired businesses into its reporting once the required processes and systems are established. Data will be consolidated from the acquisition date, with any methodology changes clearly disclosed.

For disposed businesses, data is included up to the date of disposal. Where the reporting metric is calculated as at a specific point in time (e.g., 31 December), entities disposed of on that date are excluded from the calculation.

Recalculation Policy

Admiral is committed to ensuring that information remains relevant, complete, consistent, transparent, and accurate at all times. However, due to the complexities of certain data such as the use of estimates there may be cases where previously reported data needs to be amended. This could occur when higher quality data becomes available, when changes in data collection processes have a material impact on prior reports or following the discovery of significant errors or multiple cumulative errors that collectively have a significant impact. In such cases, Admiral will restate the data and provide an explanation.

Greenhouse Gas Emissions

Admiral's Scope 1 and 2 emissions are calculated and reported in line with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol) and the UK Government's Streamlined Energy and Carbon Reporting (SECR) requirements.

Emissions will be retroactively recalculated to reflect changes in Admiral that would otherwise compromise the consistency and relevance of reported GHG emissions information. This policy will be applied consistently, ensuring that both increases and decreases in GHG emissions are accounted for.

Emissions will be recalculated under the following circumstances:

- **Structural changes:** Significant mergers, acquisitions, divestments, outsourcing, or insourcing of emission-generating activities that impact Admiral's base year emissions. This includes the transfer of ownership or control of such activities between companies. Even if individual structural changes are minor, their cumulative effect may necessitate recalculations.
- **Methodological improvements:** Changes in calculation methods, improvements in emission factors, or enhancements in activity data that result in a significant impact on base year emissions.
- **Error corrections:** The identification of significant errors or multiple cumulative errors that, when combined, have a material impact on previously reported data.

In accordance with the GHG Protocol requirements, if the cumulative impact of any of the above situations equals or exceeds a materiality threshold of 5% of total Group GHG base-year emissions, a base-year recalculation will be triggered. Admiral may also choose to conduct a base year recalculation even if the change is below a 5% threshold. If a recalculation is required, all relevant environmental data associated with our GHG reporting will be restated for the baseline year and intervening years.

9.1 BASIS OF REPORTING

CONTINUED

Scope 1 and 2 GHG emissions

Definition	<p>In line with the Kyoto protocol, Admiral measures and reports emissions from the seven primary GHGs that contribute to climate change: carbon dioxide, methane, nitrous oxide, perfluorocarbons, nitrogen trifluoride, hydrofluorocarbons, and sulphur hexafluoride. No gases have been excluded based on materiality. These emissions are reported as a single figure, measured in tonnes of carbon dioxide equivalent (tCO₂e), reflecting their combined Global Warming Potential.</p> <p>Emission figures represent the combined total of Kyoto Protocol gases, expressed in tCO₂e, using the 100-year global warming potential values from the latest available Intergovernmental Panel on Climate Change (IPCC) assessment report at the time of the disclosure. Currently, this is the IPCC Sixth Assessment Report (AR6), with future disclosures reflecting the most up to date IPCC findings.</p>
Scope	<p>Admiral discloses its Scope 1 and 2 emissions for the entire Group, including all its UK and international subsidiaries where it has operational control. Where possible, third-party invoices are used to ensure data accuracy and consistency. Estimations and extrapolations are only applied when invoices are unavailable.</p> <p>Scope 1 emissions Scope 1 emissions cover operational emissions from owned sources, including natural gas, fugitive emissions, diesel (reporting on emergency generator top-ups as annual testing figures are negligible) and emissions from company vehicles. Company car business mileage is calculated from the expenses system. Elephant Insurance Company based in Virginia, USA, is the only entity with a company car fleet, reporting less than 36,000 miles annually.</p> <p>Scope 2 emissions Scope 2 emissions arise from electricity consumption across the Group's operations. In most cases, electricity purchase data is obtained directly from the supplier. For a small number of offices, assumptions and estimations are applied as outlined below. Where possible, Admiral procures directly from suppliers who provide certification for renewable energy.</p> <p>Admiral uses market-based reporting as it reflects emissions from the specific energy sources the company has intentionally chosen. In contrast, the location-based method represents the average emissions intensity of the grids where energy is consumed, using a grid-emissions factor. Admiral reports both figures to highlight the variance between these methods and to track its science-based target, which is set on market-based emissions. For further details, refer to Admiral's Annual Report and Accounts. Please note Admiral has no biofuel emissions.</p>
Unit of measurement	tCO ₂ e
Methodology	<p>Emissions are reported in tonnes of CO₂e (tCO₂e) on a calendar year basis. To calculate tCO₂e, total consumption in kWh (or kg in case of fugitive gases (FGas)) is multiplied by emission conversion factors from the reporting period, sourced from the Department for Environment, Food & Rural Affairs (DEFRA) for UK entities and 2023 International Energy Agency¹ (IEA) for international entities. These conversions are verified by Simply Sustainable during the verification of SECR reporting.</p> <p>Emission data is collected and aggregated to provide a Group-wide position based on a combination of actual, extrapolated and estimated data. No automated systems are used for data collection and aggregation; all data is compiled and processed manually. The data is reviewed and approved by each entity before being submitted for collation at the Group level.</p> <p>Additionally, the UK Facilities team and Sustainability team conducts independent quarterly reviews before submission to an external third party. The raw consumption data is provided to our GHG emissions calculation partners, Simply Sustainable, for transformation. Simply Sustainable then complete emissions tables for use in our SECR reporting. Once the data has been received back from Simply Sustainable it undergoes a final check before being reviewed through Admiral's internal governance framework.</p>
Exclusions, assumptions and estimations	<p>No subsidiaries or sites have been excluded from our scope for this metric. Wherever possible actual data is used. Where actual data was unavailable for last two to three months, of 2025 due to reporting timing or measurement limitations, Admiral used a modelling approach.</p> <p>This methodology utilises actual Q4 gas and electricity kWh consumption data from sites with available Scope 1 and 2 data. For sites requiring Q4 modelling, this is determined using data from the winter months (January, February and March) to estimate emissions reported for the quarter. Restatements of estimated emissions are applied irrespective of 5% threshold,</p> <p>One site (L'Olivier, Paris, France) lacks direct landlord or utility consumption data. As part of the verification process agreed with Simply Sustainable, its electricity usage is estimated using a proxy method. Since this site has no oversight of its electrical billing, its consumption is modelled based on the site with the highest intensity (Ty Admiral, Cardiff, Wales), ensuring a worst case scenario approach.</p>
Date of reporting period	This metric is reported for the period 1 January to 31 December 2025.

9.1 BASIS OF REPORTING

CONTINUED

Energy consumption

Definition	Energy consumption represents the total amount of energy used across Admiral's operations from both renewable and non-renewable sources.
Scope	<p>Energy consumption is calculated for the entire Group, covering all UK and international subsidiaries where Admiral has operational control. Where possible, third-party utility invoices are used to ensure accuracy and consistency of data. Estimates and extrapolations are only applied when invoices are unavailable.</p> <p>Energy consumption includes:</p> <ul style="list-style-type: none"> • Natural gas • Biogas • Scope 3 business car travel • Electricity use across all Group sites <p>Electricity consumption data is obtained directly from suppliers wherever possible. For a limited number of offices where direct data is not available, reasonable assumptions and estimations are applied as set out below. Admiral also procures renewable energy backed by supplier certification where available.</p> <p>Additional detail on energy procurement and emissions is available in Admiral's Annual Report and Accounts. Admiral does not consume biofuels.</p>
Unit of measurement	kWh for all standard energy consumption
Methodology	<p>Energy consumption data is collected and aggregated to provide a Group-wide view. This is based on a combination of actual, extrapolated, and estimated data. No automated tools are used; all data is compiled and processed manually.</p> <p>Each entity reviews and approves its own data before submission to Group. The UK Facilities team performs independent quarterly reviews before submission to an external third party. The dataset undergoes a final internal governance review prior to being used for reporting.</p>
Exclusions, assumptions and estimations	<p>No subsidiaries or operational sites are excluded from this metric.</p> <p>Where actual data was unavailable for the final two to three months of 2025 due to reporting or measurement limitations, Admiral applied a modelling approach. This uses actual Q4 gas and electricity consumption from sites with available data. For sites requiring Q4 modelling, consumption is estimated using usage from the winter months (January, February and March). Restatements to estimated consumption are made regardless of the 5% materiality threshold to maintain accuracy.</p> <p>One site (L'Olivier, Paris, France) does not have access to direct landlord or utility billing data. Under the verification approach agreed with Simply Sustainable, its electricity consumption is estimated using a proxy method. As the site has no oversight of its electricity billing, consumption is modelled using the highest-intensity site in the estate (Ty Admiral, Cardiff, Wales), applying a conservative worst-case assumption.</p>
Date of reporting period	Energy consumption is reported for the period 1 January to 31 December 2025.

9.1 BASIS OF REPORTING

CONTINUED

Women in senior management

Definition	<p>Admiral defines 'senior management' by role size, using Willis Towers Watson Global Grading (GG) – Level 14 to Level 22 (CEO). The GG is an external objective framework that allows for consistent measurement of seniority across the Group. Admiral has opted to use a point of measure at each year-end.</p> <p>Total headcount is defined as anyone employed directly by the Group across both UK and overseas entities. This includes full-time and part-time employees, contingent workers, and those on parental leave, sick leave, sabbatical, or probation.</p>
Scope	This metric includes headcount for the entire Group, including all UK and international subsidiaries and excluding associates and joint ventures.
Unit of measurement	Percentage
Methodology	<p>The GG is completed impartially and in accordance with job roles and responsibilities. Global HR systems are used for headcount data collection. Headcount information from overseas entities is manually consolidated at the Group level to provide a comprehensive overview. Each entity reviews and approves its data before submission for collation at the Group level.</p> <p>The data is defined as the information collected by the recruitment team during the hiring process and cannot be edited by employees. For UK entities, 'women' is defined based on gender, while for international entities, 'women' is defined based on biological sex.</p> <p>The metric is reported as a percentage, based on headcount, including full-time, part-time employees, and contingent workers employed directly by the Group.</p> <p>The percentage is calculated by dividing the total number of women at Level 14+ by the total headcount of employees at Level 14+.</p>
Exclusions, assumptions and estimations	As Elephant Insurance Services was sold to J.C. Flowers on 31 December 2025, it falls outside the reporting boundary and is not included in the calculation.
Date of reporting period	Snapshot data as of 31 December 2025.

9.1 BASIS OF REPORTING

CONTINUED

Financed Emissions – Scopes 1, 2 and 3

Definition	<p>Financed emissions refer to Admiral's share of corporate bond portfolio companies' greenhouse gas emissions, allocated in proportion to Admiral's financial exposure.</p> <p>Key definitions:</p> <ul style="list-style-type: none"> • Scope 1 emissions: Direct operational emissions of the investee company. • Scope 2 emissions: Indirect emissions from purchased electricity, heat, and steam. • Scope 3 emissions: All other value-chain emissions as reported by MSCI. • Portfolio weight: Market value of the security divided by the total market value of the portfolio, as described in the spreadsheet structure. • Issuer-level emission factors: Absolute tCO₂e values supplied by MSCI ESG Manager. • SBTi status: Supplementary flag indicating whether the issuer has committed to or has an approved science-based target; not used in the numerical calculation. <p>The metric follows the logic set out by the Partnership for Carbon Accounting Financials (PCAF).</p>	
Scope	<p>This dataset includes all corporate bonds which Admiral has invested in, with the exception of the exclusions listed below. The majority of these are invested and managed through Aladdin systems, however a smaller portion are managed through other investment managers. This figure captures the investments from both portfolios.</p>	
Unit of measurement	<p>tCO₂e</p>	
Methodology	<p>Data sources</p> <ul style="list-style-type: none"> • Aladdin investment extract: security identifiers, market values. • MSCI ESG Manager: issuer-level Scope 1+2 and Scope 3 emissions, EVIC, fossil-fuel involvement, SBTi flags. (As described in the spreadsheet instructions and MSCI pull fields.) • SBTi online repository: target validation statuses. <p>Frequency</p> <ul style="list-style-type: none"> • The investment extract and MSCI data pull are updated monthly for Climate MI, with the non-aladdin investments being updated quarterly. • SBTi data is refreshed annually or when a major validation update occurs. <p>Data collation</p> <ul style="list-style-type: none"> • ISINs are exported from Aladdin and pasted into MSCI's Portfolio Builder. • Data is exported from MSCI as a tab-delimited file, then merged into the master Excel workbook. • SBTi data is downloaded separately and mapped to issuer IDs. <p>Quality checks</p> <ul style="list-style-type: none"> • Validation of ISIN matches and removal of blanks (per Excel instructions). • Manual checks for duplicated issuers across multiple securities. • Spot checks on high-weight issuers for anomalous emissions values. • Cross-verification of SBTi mapping against online entries. 	<p>Formulas used</p> <ul style="list-style-type: none"> • Portfolio weight $\text{Weight}_i = \frac{\text{Market value}_i}{\sum \text{Market value}}$ • Financed Scope 1+2 emissions $\text{Financed S1+S2}_i = \text{Weight}_i \times \text{Issuer Scope 1+2}$ • Financed Scope 3 emissions $\text{Financed S3}_i = \text{Weight}_i \times \text{Issuer Scope 3}$ <p>Tools & systems</p> <ul style="list-style-type: none"> • Microsoft Excel: primary calculation environment. • BlackRock Aladdin: source of investment exposure. • MSCI ESG Manager: source of issuer emissions and climate attributes. <p>Replication</p> <p>This analysis is performed in two independent spreadsheets, first by the Head of Investments and second, a second line check is performed by the Head of Environmental Risk. Note that due to licencing issues the investments data is supplied as an input from the Investments team to the second line checks.</p>

9.1 BASIS OF REPORTING

CONTINUED

Financed Emissions – Scopes 1, 2 and 3 continued

Exclusions, assumptions and estimations

Exclusions

- Unmatched securities (no MSCI data).
- Sovereign bonds and cash-like instruments (no attributable emissions).
- Securities with data-quality flags or missing emissions fields in MSCI.

Assumptions

- Issuer emissions provided by MSCI are accurate and up to date.
- Market values are assumed to be correct as extracted from Aladdin.
- SBTi status is assumed valid at the point of download.

Estimations

- No proxy estimates were applied to unmatched securities. Total financed emissions were subsequently scaled up to reflect the market value of the full portfolio, ensuring that both matched and unmatched securities were fully accounted for.

Date of reporting period Snapshot data as of 31 December 2025.

Percentage of corporate suppliers by emissions that have committed to setting science-based targets

Definition

A corporate supplier is defined as any third-party company that provides physical goods or services to Admiral Group, where the GHG emissions generated during the production or delivery of those goods or services are included in Admiral Group's Scope 3 emissions. This excludes corporate suppliers directly involved in fulfilling customer claims.

Spend represents corporate supplier invoicing during the period, recorded on a cash basis. VAT is excluded.

Scope

For this metric, Admiral Group discloses corporate supplier emissions for EUI Limited, Admiral Intermediary Services, S.A.U. (AIS) and Admiral Europe Compañía De Seguros, S.A.U (AECS), consistent with the scope used to set the target. In line with the original scope entities that each contribute less than 5% of total spend have been excluded from the breakdown.

Unit of measurement

Percentage

Methodology

Overview

This metric is expressed as a percentage (%). Emissions are reported in tonnes of carbon dioxide equivalent (tCO₂e) on a calendar year basis. To calculate tCO₂e, Admiral Group applies a spend-based methodology at the sector level. This involves sourcing emissions factors for the sector level in which Admiral Group's corporate suppliers operate and multiplying these factors by the amount spent with each corporate supplier. The final metric is calculated as the proportion of emissions associated with corporate suppliers that have set or have committed to set science-based targets, divided by total Scope 3 Categories 1 and 2 emissions. Scope 3 Categories 1 and 2 emissions are reported annually from 1 January to 31 December in alignment with the financial reporting year.

KPI 3 calculation:

Total Scope 3 Categories 1 and 2 emissions from corporate-suppliers having committed to set an SBT

Total Scope 3 Categories 1 and 2 emissions from corporate suppliers

9.1 BASIS OF REPORTING

CONTINUED

Percentage of corporate suppliers by emissions that have committed to setting science-based targets continued

Methodology

continued

Data Collection

The data is sourced from the Group Procurement system, finance system and SBTi portal. Spend data is disaggregated by corporate supplier and obtained directly from the Group's financial systems. Each entity in scope of the metric, as defined in the scope section above, reviews and approves its data before submission for collation at the Group level. Additionally, the UK procurement team conducts independent checks to ensure data accuracy and completeness.

The top 95% spend – covering approximately 220 corporate suppliers - has been manually reviewed by the Head of Environmental Risk and a Group Procurement executive. The AECS accounting team have also reviewed spend data for the European entities.

Corporate supplier data is then consolidated across the in-scope entities into a single corporate supplier list to reduce the risk of double counting corporate suppliers operating in multiple geographies. Exclusions are centrally managed within the calculation tool to ensure consistency over time and enable transparent review. This approach also minimises the need for data manipulation during import, helping to preserve data integrity.

Corporate Supplier Sectoral Mapping

North American Industry Classification System (NAICS) codes, maintained by the U.S. Census Bureau, have been assigned to each corporate supplier to standardise industry classification. For the top 95% of corporate suppliers by spend, these codes were manually verified by the first-line procurement function and subsequently reviewed by the second-line sustainability function.

Emissions were then calculated using USEEIO emission factors, which are aligned with the assigned NAICS codes to ensure industry-specific accuracy. Spend data was converted to U.S. dollars, using 31 December 2025 Bank of England exchange rates, converted to 2022 equivalents using US CPI data, before being multiplied by the relevant emission conversion factors for the reporting period to determine emissions covering purchased goods and services and capital goods (Scope 3 Categories 1 and 2).

SBTi commitment

SBTs are GHG emissions reduction targets adopted by companies to align with the level of decarbonisation required to limit global temperature rise to well below 2°C above pre-industrial levels, as described by the IPCC. These targets are defined and approved by the Science Based Targets initiative (SBTi).

The SBTi maintains a public database of organisations with climate commitments. However, corporate supplier naming conventions in the SBTi database do not always align directly with those in Admiral Group internal spend data. As a result, entries between the two datasets were manually mapped to ensure accuracy. This mapping was then verified through a two-stage review process involving both first-line procurement and second-line sustainability functions.

In line with the wording of Admiral Group's SPT, a corporate supplier is classified as 'committed', or 'having committed to set an SBT' if the SBTi database indicates any of the following statuses:

- 'near_term_status' is 'Targets set' or 'Committed'
- 'long_term_status' is 'Targets set' or 'Committed'
- 'net_zero_status' is 'Targets set' or 'Committed'

If a corporate supplier previously flagged as 'committed' fails to meet SBTi requirements within the expected timeline, their status is updated to 'commitment removed'. These corporate suppliers are excluded from Admiral Group's list of committed corporate suppliers and are not counted toward the Group's total number of suppliers that are 'committed' or 'having committed to set an SBT'.

Exclusions, assumptions and estimations

Based on the nature of the payments, there are certain exclusions. The following types of payment have been excluded from the metric:

- Claims payments and payments to reinsurers: These are excluded as they are not managed through standard Group procurement channels.
- Payments to regulators and mandatory industry body memberships: These are excluded because Admiral Group has no discretion to select alternative corporate suppliers that have committed to SBTs.
- Office rental payments: These are accounted for under Scope 1 emissions due to the direct energy use of the rented office spaces. Additionally, office management is not handled through the Group's standard procurement channels. The value of this is immaterial.
- Suppliers without attributable NAICS codes or emissions factors: These suppliers are excluded because no applicable NAICS code or recognised emissions factor can be assigned, meaning emissions cannot be reliably calculated or modelled. The impact of this exclusion is assessed as immaterial.

Date of reporting period

This metric is reported for the period 1 January to 31 December 2025.

9.1 BASIS OF REPORTING

CONTINUED

Hourly Gender Pay Gap – Mean and Median

Definition	<p>Each year, the Group prepares and publishes its UK gender pay gap disclosures in accordance with the requirements set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, supported by the UK Government's gender pay gap reporting guidance on www.gov.uk.</p> <p>The gender pay gap is a measure of the difference in average hourly pay between men and women across an organisation. It reflects the mean and median pay of all male and female employees, regardless of their roles, responsibilities, or seniority.</p>
Scope	<p>Our gender pay gap calculations are based on data captured at the statutory snapshot date of 5 April each year, as required for UK reporting.</p> <p>Employee sex data is determined by the information recorded by our recruitment teams at the point of hire. This is the data used for all UK entities in scope of reporting and cannot be amended by employees after joining the organisation.</p>
Unit of measurement	Percentage
Methodology	<p>Our UK gender pay gap is published annually as a standalone report on our website. This document outlines the methodology used to prepare and validate the data included in our statutory disclosures.</p> <p>Gender pay gap reporting is completed in accordance with UK legislation. Data used for reporting is drawn from our central HR and payroll systems, which hold live employment and pay information for all UK entities in scope. The statutory snapshot date of 5 April is used, in line with regulatory requirements.</p> <p>Financial information is taken from payroll records and reflects pay data that is fixed at the point payroll is finalised. Gender information is sourced from the HR system. Where an employee has not provided a gender, sex is used for reporting purposes to ensure completeness.</p> <p>Data is reviewed to confirm eligibility and accuracy before inclusion. Employees whose pay is identified as nonrepresentative for the snapshot period are excluded in accordance with government guidance. Pay elements used in the calculation of hourly rates are reviewed to ensure they are categorised consistently.</p> <p>Once validation is complete, hourly pay rates are calculated for all relevant employees, and individuals are allocated into pay quartiles. Where employees share identical hourly rates at quartile boundaries, adjustments are made to ensure an even distribution across quartiles in line with reporting requirements.</p> <p>Following these steps, the final dataset is used to calculate the statutory mean and median gender pay gaps and to produce the required summary metrics for publication.</p>
Exclusions, assumptions and estimations	<p>Employees may be excluded from the gender pay gap calculations in specific circumstances to ensure the accuracy and integrity of the data. Individuals whose pay for the relevant month is considered abnormal are excluded, as their pay does not result in a representative hourly rate for the statutory snapshot period.</p> <p>Employees who have selected 'prefer not to say' for gender are also excluded from the analysis, as they have chosen not to provide gender information required for the calculation of statutory metrics.</p> <p>Abnormal pay exclusions apply where any adjustment to an individual's salary results in variance of more than £0.01 from their normal pay. For example, any unpaid absence will exclude an individual, as they are not receiving a full salary. Conversely, fully paid sickness absence does not result in exclusion, as the net salary difference remains £0.</p> <p>The sole exception to this rule is backdated salary payments and these are offset accordingly.</p>
Date of reporting period	Snapshot data as of 5 April 2025.

9.1 BASIS OF REPORTING

CONTINUED

Net Promoter Score

Definition and Scope

Relational Net Promoter Score (NPS) is one of the Group's long-standing customer experience measures and is included as a non-financial KPI in the Annual Report and Accounts (ARA). It reflects how likely customers are to recommend our products and services, helping assess customer sentiment and inform operational improvements.

This metric includes NPS responses collected from surveyed customers across our UK and international insurance businesses and Admiral Money, where survey replies are received within a seven-day response window. While entities generate monthly scores for internal use, each provides a final year-end result for the Group-level calculation used in external reporting.

The Group NPS score is calculated using a weighted average of each entity's final NPS result, with weights based on customer numbers. Customer numbers reflect risks on cover rather than policies, ensuring proportional representation based on entity size.

Unit of measurement

Number

Methodology

Entities included are those with customer touchpoints and where a consistent customer definition can be applied. This covers all UK and international insurance entities and Admiral Money, which provides consumer credit and personal loans.

All entities capture and calculate NPS in a consistent manner. Selected customers receive an email survey containing one standardised question: "On a scale of 0-10, how likely are you to recommend our company to a friend, family member or colleague?"

Responses are categorised as:

- Detractors: 0-6
- Passives: 7-8
- Promoters: 9-10

NPS is calculated as % Promoters minus % Detractors, returning a score from -100 to +100.

UK Insurance

Surveys are emailed to a random sample of active customers at any stage in the policy lifecycle (subject to pre-defined exclusions). These include customers across all our UK insurance product lines – car, van, home, landlord, travel and pet, including multicar and multicover policies.

A third-party platform hosts the survey and collects responses. The Customer Insights Team performs data cleansing to remove duplicates and blank entries, producing a final 'enriched' dataset for internal reporting and Group NPS consolidation.

Admiral Money

Surveys are sent via internal systems to car finance and personal loans customers within one month of opening their account. The survey is repeated every six months thereafter whilst they remain an active customer. No third-party platforms are used.

Admiral Seguros (Spain)

Surveys are emailed to a random sample of active customers at any stage in the policy lifecycle (subject to pre-defined exclusions). Each customer will be surveyed twice a year. Only direct car and motorcycle insurance customers are included. A third-party survey platform generates the scores used for reporting.

ConTe (Italy)

Surveys are emailed to a random sample of active customers at any stage in the policy lifecycle (subject to pre-defined exclusions). Only motor insurance customers receive an NPS survey, with pet insurance and loans products excluded due to low materiality.

Italy uses one third-party platform for issuing surveys and another for processing results. Occasionally, surveys may be issued in the following month, but scores are attributed to the intended month.

L'Olivier (France)

Surveys are emailed to a random sample of active customers at any stage in the policy lifecycle (except for stated exclusions). These include all product offerings – motor and household insurance customers. Surveys are sent and managed internally by Customer Engagement / Customer Experience teams.

Group

The Group applies a single, consistent methodology for aggregating entity results to ensure comparability.

The Group requests each entity's final year-end NPS score but does not receive or review underlying survey responses. The only checks performed by Group is a high-level review comparing results against the prior period, raising queries where movements appear unusual.

The KPI is compiled in an Excel-based model. Each entity's NPS score and customer numbers are manually entered into a standard weighted-average formula:

(Entity NPS × Customer Numbers) ÷ Total Customer Numbers

9.1 BASIS OF REPORTING

CONTINUED

Net Promoter Score continued

Exclusions, assumptions and estimations

The following are excluded due to scope, differing customer definitions, or immateriality:

- Underwriting entities (AICL, AIGL, and AIS)
- Support branches in Canada and India
- Able / Pioneer (short-term and commercial products)
- Admiral Financial Services Italia (Italy Loans business)
- Single-trip travel insurance policies
- Elephant (US business sold during 2025)

Standard customer exclusions are applied by all entities before surveys are issued, including inactive policies – those that are cancelled or expired – and customers that have opted out of receiving marketing.

The following sections detail entity-specific exclusions and assumptions.

UK Insurance

- Blacklisted customers and defaulted payments
- Single-trip travel insurance policies
- Customers within a five-week renewal window
- Customers surveyed within the last 12 months
- Customers with open complaints, or complaints within 30 days of closure
- Duplicate or blank responses removed during data cleansing

Admiral Money

Certain vulnerable customers, in particular those with hearing or visual impairments, low knowledge or confidence managing finances, poor English language skills, poor or non-existent digital skills, and those suffering domestic abuse.

Admiral Seguros (Spain)

- Broker channel customers due to contract restrictions
- Customers surveyed in the previous six months

ConTe (Italy)

- Pet and loans products due to low business volumes and materiality
- Broker channel customers due to contract restrictions
- Customers surveyed in the previous six months
- Customers who received another satisfaction survey in the previous seven days

L'Olivier (France)

- Customers surveyed in the previous six months
- Customers who received another satisfaction survey in the previous seven days

Group NPS calculation

The Group does not adjust or recalculate entity-submitted NPS scores. All exclusions and controls are applied locally before results are shared.

The Group assumes that:

- entity NPS scores have been fully validated through local processes
- submitted NPS scores represent final, approved results
- customer numbers from Group Finance are accurate, final and complete for weighting.

Date of reporting period

Data is captured from 1 January 2025 to 31 December 2025.

Entity NPS scores are combined with customer numbers supplied by Group Finance. Customer numbers, defined on a risk-count basis, reflect the position at 31 December 2025.

9.2 INDEPENDENT LIMITED ASSURANCE REPORT TO ADMIRAL GROUP PLC

Grant Thornton UK LLP ('Grant Thornton' or 'we') were engaged by Admiral Group plc ('Admiral') to provide limited assurance over the Subject Matter Information described below.

Limited assurance conclusion

Based on the work we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information has not been prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion is to be read in the context of what we say in the remainder of this report.

Subject Matter Information

The scope of our work was limited to assurance over selected aspects of Admiral's Sustainability Report ('the Report') for the year ended 31 December 2025, as listed in Appendix 1 to our report ('the Subject Matter Information').

Our assurance does not extend to any other information that may be included in the Report for the current year or for previous periods unless otherwise indicated.

Reporting Criteria

The Reporting Criteria used for the measurement or evaluation of the Subject Matter Information and to form our judgements is Admiral's methodology that is set out in the Basis of Reporting section of the Report ('the Reporting Criteria').

Inherent limitations

The absence of a significant body of established practise on which to draw to measure or evaluate the Subject Matter information allows for different, but acceptable, measurement or evaluation techniques, and can affect comparability between entities and over time. In particular, we draw attention to the methodological and assumption-based limitations Admiral have disclosed in the Reporting Criteria.

Greenhouse gas ('GHG') emissions quantification processes are subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs; and estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge. Due to the timing of availability of published emissions conversion factors, it is also not possible to always use the very latest conversion factors in calculating emissions. For Scope 3 GHG emissions, there are also significant limitations in the availability and quality of GHG emissions data from third parties, resulting in reliance on proxy data in determining estimated Scope 3 GHG emissions. Over time better information may become available from third parties, and the principles and methodologies used to measure and report Scope 3 GHG emissions may change based on market practice and regulation.

Directors' responsibilities

The Directors of Admiral are responsible for:

- the design, implementation and maintenance of internal control relevant to the preparation and presentation of Subject Matter Information that is free from material misstatement, whether due to fraud or error;
- selecting and/or establishing suitable Reporting Criteria;
- measuring or evaluating and presenting the Subject Matter Information in accordance with the Reporting Criteria; and
- the preparation of the Report and the Reporting Criteria and their contents.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Subject Matter Information has been prepared in accordance with the Reporting Criteria;
- forming an independent limited assurance conclusion, based on the work we have performed and the evidence we have obtained; and
- reporting our limited assurance conclusion to Admiral.

Our independence, professional standards and quality control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the

International Ethics Standards Board for Accountants which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We apply International Standard on Quality Management (UK) 1, 'Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements' and accordingly we maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Assurance standards and level of assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits and Reviews of Historical Financial Information' ('ISAE 3000 (Revised)'), and in respect of the greenhouse gas emissions information included within the Subject Matter Information, in accordance with International Standard on Assurance Engagements 3410 – 'Assurance Engagements on Greenhouse Gas Statements' ('ISAE 3410') issued by the International Auditing and Assurance Standards Board (IAASB). These standards require that we plan and perform this engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement.

9.2 INDEPENDENT LIMITED ASSURANCE REPORT TO ADMIRAL GROUP PLC

CONTINUED

Assurance standards and level of assurance continued

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks which vary in nature from, and are less in extent than for, a reasonable assurance engagement.

Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not report a reasonable assurance conclusion.

Work performed

Considering the circumstances of the engagement our work included, but was not restricted to:

- assessing the suitability of the Reporting Criteria as the basis of preparation for the Subject Matter Information;
- assessing the risk of material misstatement of the Subject Matter Information, whether due to fraud or error, and responding to the assessed risk as necessary in the circumstances;
- conducting interviews with relevant Admiral management and examining selected documents to obtain an understanding of the processes, systems and controls in use for measuring or evaluating, recording, managing, collating and reporting the Subject Matter Information;

- performing selected limited substantive testing including agreeing a selection of the Subject Matter Information to corresponding supporting information;
- comparing year on year and/or month on month movements for a selection of the Subject Matter Information and obtaining explanations from management for significant unexpected movements;
- considering the appropriateness of a selection of: carbon conversion factor calculations; other unit conversion factor calculations; and other calculations used by Admiral to prepare the Subject Matter Information, including by reference to widely recognised and established conversion factors;
- reperforming a selection of calculations used by Admiral to prepare the Subject Matter Information;
- evaluating the overall presentation of the Subject Matter Information; and
- reading the Report and narrative accompanying the Subject Matter Information in the Report with regard to the Reporting Criteria, and for consistency with our findings.

Intended use of this report

This limited assurance report, including our conclusion, is made solely to Admiral in accordance with the terms of the agreement between us. Our work has been undertaken so that we might state to Admiral those matters we are required to state to them in an independent limited assurance report and for no other purpose. We have not considered the interest of any other party in the Subject Matter Information.

To the fullest extent permitted by law, we do not accept or assume responsibility and deny any liability to any party other than Admiral for our work or this report, including our conclusion.

Grant Thornton UK LLP

Grant Thornton UK LLP
Chartered Accountants
London
4th March 2026

The maintenance and integrity of Admiral's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Subject Matter Information, the Report or the Reporting Criteria presented on Admiral's website since the date of our limited assurance report.

Appendix 1: Subject Matter Information

Underlying Subject Matter	Unit	Subject Matter Information 31 December 2025
Total energy consumption	kWh	9,490,794
Scope 1 emissions (total)	tCO ₂ e	593
Scope 2 emissions (total) – location based	tCO ₂ e	1,585
Scope 2 emissions (total) – market based	tCO ₂ e	584
Percentage of women in senior management	%	36
Percentage of corporate suppliers by emissions (covering purchased goods and services and capital goods) that have committed to science-based targets	%	30.6
NPS	number	>50
Financed emissions – total scope 1, 2 and 3	ktCO ₂ e	688
Gender pay gap – mean hourly gap	%	15.3
Gender pay gap – median hourly gap	%	9.5

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